

OCTOBER 3, 1925

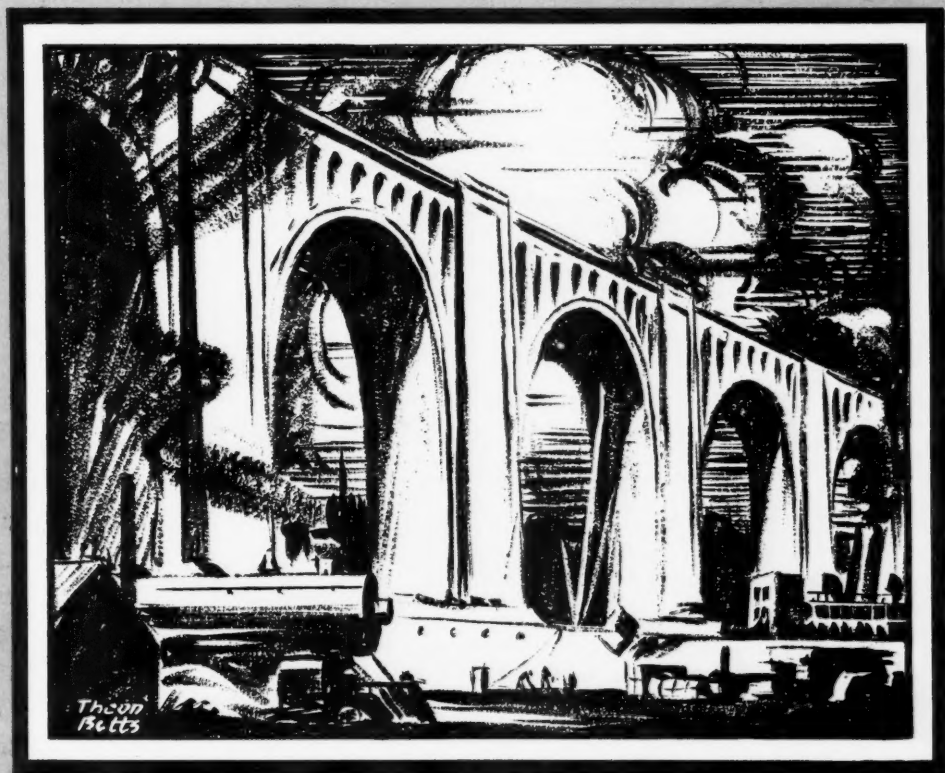
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TWENTY CENTS

Sales Management

For Sales and Advertising Executives



In This Issue: The Billion Dollar Road Building Field

The Buyer Who Wants a Special Concession

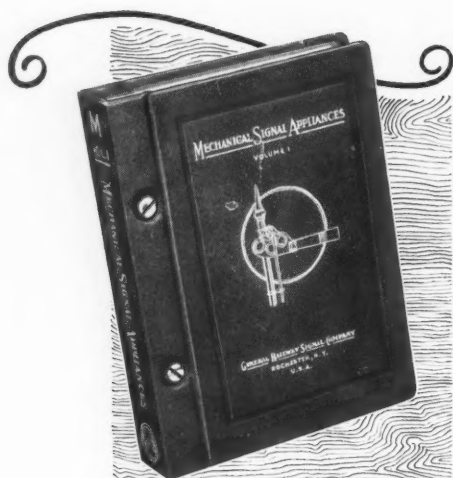
Is Work a Lost Art With Salesmen
of Today?

Better Sales Literature

A Dartnell



Publication



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Loose-leaf catalogs produce repeat orders, permanently-bound catalogs necessitate repeat costs. You will find this particularly true of the general trade field. This is the way it works out:

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Bound Volumes: There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

Back Bound Volumes: Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 1801 Leland Avenue, Chicago. Price, \$6.00, postpaid.

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Sales Management

*Published Every-Other-Saturday for Those
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VOLUME NINE

Established 1918 by The Dartnell Corporation

NUMBER SEVEN

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Reward In Prize Fighting

means the ability to make good impressions in three colors, black and blue and red—and to make them quickly and in the right place. Occasionally, a yellow streak is also in evidence. Reward in advertising means much the same thing, except that the colors are neither specified nor limited as to number.

Present business conditions brook no love-feast methods. Advertising is on its mettle. The time for action—intelligent sustained action—is now. Work with us and you will work hard. The pace is not slow. But the results we achieve are worthwhile.

Work

Here we work *in* advertising, not at it. To know people, to know them in groups of hundreds and of millions, to resultfully appeal to their most vulnerable sensibilities through a printed page is part of our craftsmanship. Without big promises we have won the confidence and the business of a number of substantial companies. Advertisingly we are fighting for them and with them.

A Clue

If you believe that your market should absorb more merchandise bearing your mark—if your per unit sales cost must come down and a rising volume ensue—then investigate our unusual service. What we are doing for others is a good clue for you. A request for an informal discussion—in your office or ours—implies no obligation on your part. We shall do our best to make the time you spend profitable to you.

Turner-Wagener Co.
Business-Building Advertising
400 N. Michigan Ave., Chicago



"A good advertising connection will help you make your dollar go farther, but not so far that it will never come back." J. H. T.



—Courtesy, The Pullman Company

RALPH STARR BUTLER has resigned from the Barrett Company to become advertising manager of Devoe & Reynolds Company, Inc., paints and varnishes, New York City. For several years Mr. Butler was advertising manager of the United States Rubber Company, a member of the executive committee of the Audit Bureau of Circulations, and an officer of the Association of National Advertisers.

The Milwaukee Sales Managers' Association has elected the following officers for the ensuing year: HARRY P. HOTZ of Eline's, Inc., president; C. A. NETZHAMMER, Northwestern Furniture Company, vice president; R. J. SCHILLING, of the Edwards Motor Company, secretary; and A. H. GRAEDEL, Mansfield Ice Cream Company, treasurer.

E. J. ANDERSON, who has been Chicago district manager for The Fuller Brush Company for several years, has been made central division manager for the company with headquarters in Des Moines.

WALLACE MEYER, formerly secretary of the Charles F. W. Nichols Company, has resigned after eight years' service to become director of plans and copy for the Reincke-Ellis Company, Chicago advertising agency.

The Outdoor Advertising Agency of America, Inc., poster advertising, announce the appointment of F. A. NEAL and E. L. BALLEW to their Chicago office staff. Mr. Neal was formerly with the National Printing and Engraving Company, Chicago; and Mr. Ballew was formerly sales and advertising manager for the Jarvis Corporation.

ARTHUR RAPETTI has resigned as sales promotion manager of The Mennen Company, Newark, New Jersey, but has not announced his plans for the future.

The Delco Light Company, Dayton, Ohio, has elected ROBERT D. FUNKHOUSER vice president. Mr. Funkhouser has been assistant secretary.

The Kellogg Food Products Company, Battle Creek, Michigan, announces the appointment of F. R. PITCHER as assistant to J. F. O'BRIEN, vice president and sales director. Mr. Pitcher was secretary of the Indianapolis Wholesale Grocers' Ass'n.

O. W. BARTLETT has resigned as sales manager for the Armour Grain Company to become district manager for the middle west states for the Coral Gables Corporation, Coral Gables, Florida. GEORGE W. HOPKINS, as announced in the last issue of Sales Management, is now vice president in charge of sales for the Coral Gables Corporation. Mr. Bartlett was formerly general sales manager of the American Slicing Machine Company, Chicago.

The Adirondack Advertising Agency has been established in Utica, New York, with C. W. KINNEY as president, and JOHN PALMER CUMMINGS as vice president. Mr. Kinney is the son of the late G. R. KINNEY, head of a company operating several hundred shoe stores throughout the country. Mr. Cummings was formerly associate editor of the Stars and Stripes. Among the accounts already handled by the agency are Adirondack Hosiery Company, Inc.; Mohawk Yarn Company, Albany; Benmark Furnace Carburators Company, Utica; and the Cluff Cover Company, New York, manufacturers of chrome-color gravure covers for automobiles.

ARTHUR S. BOWES has been elected vice president of Russell T. Gray, Inc., Chicago specialists in industrial advertising.

FRANKLIN E. BUMP, JR., has resigned as advertising manager of the Gisholt Machine Company, Madison, Wisconsin, to become business manager of The Scholastic Editor, official publication of the Central Interscholastic Press Association, with headquarters at the University of Wisconsin.

RAYMOND E. SPARROW, formerly with the Columbia Phonograph Company and more recently with the Globe Electric Company, Kansas City, has been made vice president and general manager of the Williams & Pawley Investment Company, Miami, Florida.

HARFORD POWEL, Jr., at one time editor of Collier's and Harper's Bazar, and for the past three years associated with the Barton, Durstine & Osborn Advertising Agency, has been appointed editor of *The Youth's Companion*.

Sales Management

A Dartnell  Publication

Volume Nine

Chicago, October 3, 1925

Number Seven

The Close-Fisted Buyer Who Wants a Special Concession

Star Salesmen in Various Lines Tell How They Meet the Demands of Buyers Who Seek Discounts, Extended Terms and Concessions

By a Member of the Dartnell Editorial Staff

"IN our business everyone seems to think that he is entitled to a special concession if he orders more than a single thousand pieces," says J. W. Dunigan, president of the Ribbon Written Letter Company. "Time and again we have a buyer all ready to sign up and then he begins to carp and cry for some sort of a cut in price. 'How much discount will you give me if I buy twenty thousand letters instead of ten thousand?' he will ask, or, 'You have the type all set and it will cost you very little to run an extra five thousand. You ought to shade that price a little if I buy five thousand more.'

"Our price is the same to everyone and our schedules are figured as carefully as we know how to figure them, and we cannot make these special concessions, but because the average buyer has been trained to haggle over prices of anything in our line, he cannot resist the temptation to ask for a special price.

"Not long ago I had a deal up with the owner of a large hotel which was just ready for occupancy. He was figuring on a comparatively large quantity of letters. Like everyone else he wanted prices on various quantities. Just when I thought I had the order cinched he began to quibble over quantities, prices and terms.

SOME of the men who have contributed experiences to this series of articles are:

J. W. Dunigan, Ribbon Written Letter Company.

H. U. Mann, Eureka Vacuum Cleaner Company.

H. E. Waldron, W. A. Sheaffer Pen Company.

E. J. Heimer, Barrett-Cravens Company.

L. J. Leininger, Central City Chemical Company.

Norman Hickox, Curtis Lighting, Inc.

S. M. Dytert, Quaker Oats Company.

William E. Kinsella, South Side Velie Company.

"Your prices seem awfully high. For the quantity I am buying you ought to make me a special price," he said. He fished down into his desk and brought out some cheap letters which had obviously been turned out in huge quantities with no particular pains to make them appear as individual letters. Our letters are carefully filled in with matched ribbons and no one can distinguish them from personally written letters.

"I saw that the order was slipping, and I knew if I ever allowed him to buy on price alone that the order would be lost. I looked around the hotel and noted the

luxurious fittings, the beautiful drapery and interior decorations, as well as the very finest furniture. Everything suggested luxury and refinement. Evidently no pains had been spared in furnishing the hotel. It was obvious that price, at one time at least, had been the last consideration.

"Do you know what I am thinking about?" I asked the hotel man. 'I'll tell you. I'm not thinking of some way to cut the price on these letters. I'm trying to think of some way to make these letters more in keeping with the atmosphere of this hotel. I was wondering if there weren't some kind of paper and envelopes that would more adequately express the distinctiveness of this wonderful hotel. You know if I knew of a better stock, if I knew of a way to put more quality into these letters, I would certainly do it if I were in your place.

"How can you expect a cheap letter to convey the impression you are striving to express in them? You want something that will be representative of this hotel. And you can't get that if you buy on price. Now I don't know of any way to make these letters better. But if I did I wouldn't hesitate to tell you about it. But I certainly would hesitate even to suggest any method of making them cheaper. You would



THIS is the second of a series of articles written out of the experiences of successful salesmen, on problems that every salesman must face almost daily.

Future articles will appear in successive issues of *Sales Management*. Some of the titles are:

- "When the Prospect Says, 'Come Back Later.'"
- "The Buyer Who Thinks He Can't Afford It."
- "When the Prospect Refuses to Listen."
- "Selling the Man Who Is Buyer in Name Only."
- "When the Prospect Calls in a Committee."
- "The Deferred Shipment Bugaboo."
- "Selling the Man Who Thinks He Knows It All."
- "The Buyer Who Insists On a Free Trial."

only defeat your own purpose."

"Then I went on and pointed out the places in the hotel where he had spent money with a lavish hand. He was proud of his hotel, and by the time I had reminded him of these things he was in no mood to haggle over price.

"What would be the advantage,' I said, 'of sending out a piece of advertising matter on a par with the material sent out by a cheap commercial hotel or a neighborhood store advertising a cut price on baked beans or soup? Your hotel is in a class by itself. And your letters should be.'

"Then I waited. He looked over the samples again, and after a few minutes' deliberation, placed the order. I have found that the average buyer who asks for a special concession does so because he thinks other people are getting it. If you can start a new train of thought, or sway his mind away from his inborn desire to get the lowest price, or a price as low as anyone else, you often find it easy to hurdle this special concession barrier which so often comes up."

In selling any product where there is an old article to be traded in, there is often a battle of salesmanship between the salesman for the new article, and the owner of the old, who is at once the buyer or the prospect, and at the same

time a salesman for his old machine. Often the man who has the old machine to trade in is a better salesman than the man with the new article.

It is only natural for the man who has driven a car thousands of miles to think that his car is worth from three to five hundred dollars more than it is actually worth. And, moreover, it is natural that he will use every method to boost his price, which is just another way of getting a concession on the price of the new one he intends to buy. All too often a buyer will be influenced almost entirely by the size of the trade-in allowance.

William E. Kinsella, a salesman for the South Side Velie Company of Chicago, encountered such a buyer. Like so many others, this buyer had made up his mind in advance just how much of an allowance he would demand for his old car. This was, in his mind, the prime consideration in buying a new car. Some salesmen refused to talk to him after they learned what he wanted for the old machine. But Kinsella saw a chance to make a sale. The first step he took was to ignore the prospect's demand for an exorbitant trade-in allowance.

"This prospect was one of the most influential men in the neighborhood, and I knew that the sale

would mean a great deal to me," Kinsella explained. "But when we started out on the first demonstration, he refused to get into the car unless I agreed to allow him \$1000 on his old car. As this was \$500 more than I could allow anyone on a car of its kind and year model, I knew I could never get the deal through on the basis he stipulated, and felt that giving him the demonstration was simply wasting time.

"I don't think you'll buy this car unless you are satisfied that it's the car you want. Am I right?" I said. He agreed that I was right. "Then suppose you satisfy yourself that this is the car you want, first." I then asked him to drive it himself, anywhere he wanted to; I sat beside him in the front seat. I didn't say a word about the car while he was driving, and let him make as good a test as he wanted to make, but I could see that he was pleased with it.

"Returning to the display room, he said that he would take that car, if I would allow him the \$1000 on his old car, and pointed out that there were at least three friends of his who would buy a car from me if he did. I knew that he was telling me the truth, but I knew also that I could not get an order accepted on this basis.

A Different Case

"Look here,' I said. 'You've looked at other cars in the price class of the Velie. You like the Velie well enough to buy it. But we have built value into our car, and we simply cannot allow you more than \$500 on your old one.' He turned around. 'That settles that,' he said simply, and started to walk away, but I stopped him. 'No, it doesn't settle that. If we raised our price \$500 we could give you as big an allowance on your old car as some others do. But this car at \$2,100 has \$2,100 of value built in. At \$2,600 it wouldn't have any more value. It couldn't. But at that price I could allow you the \$1,000 you ask for your old car, and wouldn't lose anything.' We talked about it back and forth for an hour, and I got him to get behind the wheel again, and drive around. And I talked quality and value while he was driving. When we again returned

to the display room, he said, 'If my wife likes this car as well as I do, I suppose we'll have to take the allowance you offer.'

The dealer who wants a special concession because he thinks a chain store is getting the better of him in buying arrangements, is a daily problem for the salesman calling on dealers. Discounts, concessions, special terms and allowances of all kinds are constantly being offered various dealers until some of them begin to ask for concessions before they know whether they want the merchandise or not.

A soap salesman who was beset by merchants who thought they were entitled to special concessions, recently worked out a very simple plan which helped dry up a good many of appeals for concessions. For about a month he made a practice of clipping advertisements of dozens of grocery stores that advertised cut prices on various "off-brands" of soap. When he had a formidable collection of cut-price advertisements, he pasted them all in his sales portfolio. When a merchant set up the usual howl about special prices and deals, the salesman would haul out his collection of clippings.

"Now look here a minute," he would say, "these fellows thought they were buying soap, but they actually bought concessions, discounts, cut prices, and special deals. Now see what has happened. They are having to spend their own money to unload these unsalable brands. It is true that they probably have more margin on these brands than they would have on our brands. But margins and profits are horses of different colors.

"What difference

does it make if they wiggled the manufacturer out of an extra 5 per cent? They are having to spend more than that to sell these off-brands. Now what you want is profits. And discounts, concessions, or cut-prices don't spell profits. For if the manufacturer has to cut his price to sell you, you will have to cut your price to sell the consumer. If you don't actually cut the price, you will lose your profit in another way—in special advertising, as these other merchants have done, in the extra time it takes to sell unknown brands, and in the slow turnover you'll obtain from these brands. Buying our line is just like buying money."

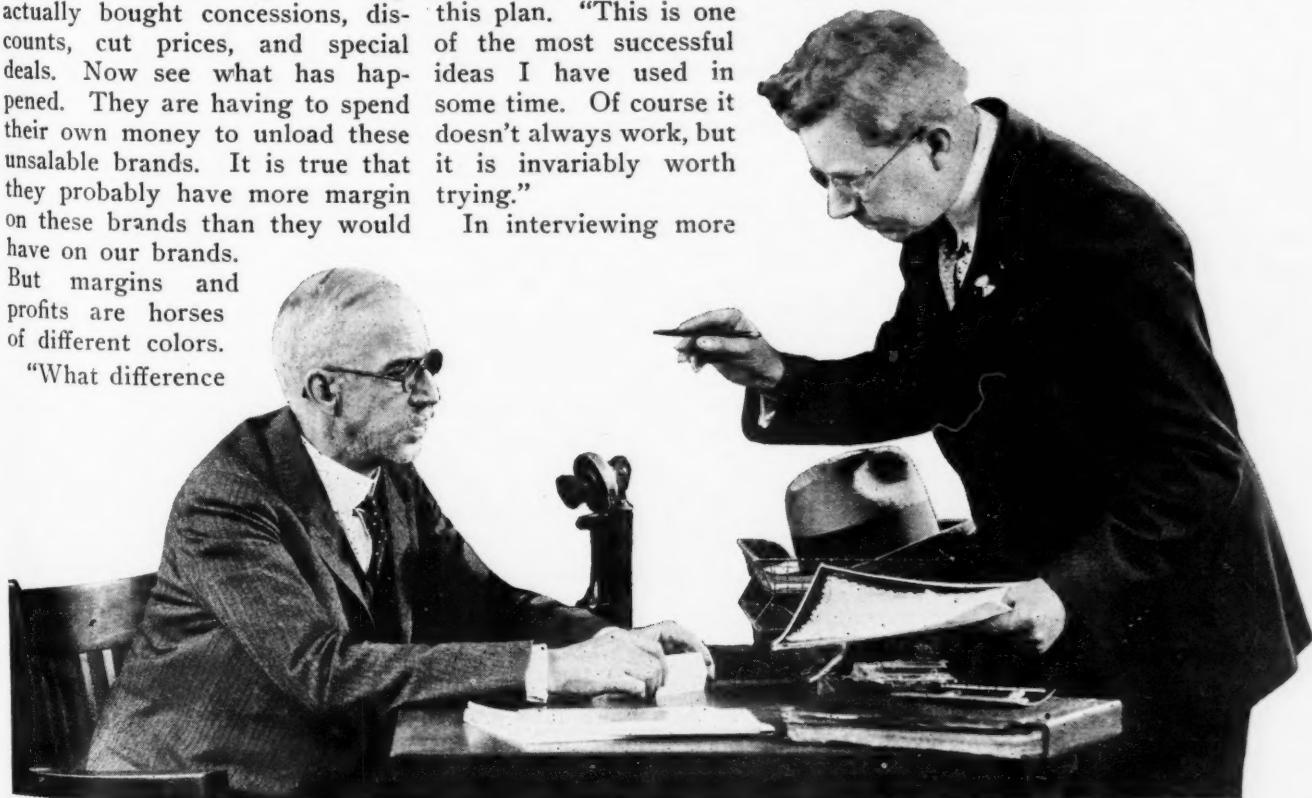
This salesman then carefully went over the clipped advertisements one at a time, pointing out the various types of deals and discount plans which had been used to load up these merchants. "They bought discounts—why don't you profit from their experience and buy profits?" this salesman argued.

"When I complete this talk and finish showing the clippings, the merchant is usually ready to drop the talk of special discounts, for he can see just where his profits would disappear if he bought nothing but the lines that offer the most attractive discounts," the salesman said, in commenting on this plan. "This is one of the most successful ideas I have used in some time. Of course it doesn't always work, but it is invariably worth trying."

In interviewing more

than twenty salesmen and sales managers, it was generally said that only the salesman who shows signs of weakness is the one who has any real trouble with buyers who hold out for an extra discount. Nine times out of ten you have a buyer sold, they say, when he starts to haggle. It isn't really a matter of price after all, because he has made up his mind to buy. If he had not, he wouldn't haggle. So the big idea for the salesman is to stand pat and stick to his guns.

"If you want to know just how weak price really is as an argument, go to a buyer and try to sell him on price alone," says the sales manager of a large office appliance manufacturer. "Now we have a lot of buyers who raise heaven and earth to get a special concession once we have them sold on our machine. But go to them before they are sold and tell them that you have a special discount on a certain model. They'll come right back and say they are not in the market. All the price argument in the world will not interest them, so that proves that they are not buying price after all. Price comes in as a consideration only after the buyer has been convinced. And then the salesman, if he only stops to realize it, has the whip hand," this executive says.



Is Work a Lost Art with Salesmen of Today?

Western Sales Manager Cites Old Conditions and Complains That Modern Salesmen Are Getting Soft, and Lack Ability and Energy

An Interview by Ruel McDaniel with

Arthur Sweet

Vice-President, Sweet Candy Company, Salt Lake City, Utah

THE telephone bell rang in the private office of Arthur Sweet, vice-president of the Sweet Candy Company, Salt Lake City, and Mr. Sweet answered. "Hello . . . yes, this is he talking," he said rather kindly. "The position has been filled already. Yes. . . Thank you, however, for calling."

The voice was very pleasant, but there was a twinkle in Mr. Sweet's eyes that said that the voice he sent over the wire was much more pleasant than was the thoughts behind it. He presently hung up the receiver, turned again to our conversation and confirmed the twinkle.

"You heard what I told him. Unfortunately, everyone is a prospective consumer of our products, and we must handle everyone accordingly, whether he seeks a job or a dealership of our candies. What I wanted to tell that man, who wanted to know if we had an opening on our sales force, was that I would be afraid to hire him if there was an opening; because I would be afraid that if he sought a job by telephone he would cover his territory in the same manner.

"By the time I had told him that, I probably would have been aroused enough to have told him that if he did not care enough for

the job to apply in person, then the job was not big enough for him; but I would say that word "big" in such a tone that he could not have mistaken my meaning."

Mr. Sweet knows a lot about salesmen, for the past twenty-five

in other fields, then joining the firm of which he is now vice-president and sales manager and covering a regular territory for some years. For several years now he has been in the position of hiring and supervising his own sales force. He knows the problems of the salesman and he knows the problems of the man who must keep the salesmen on their toes.

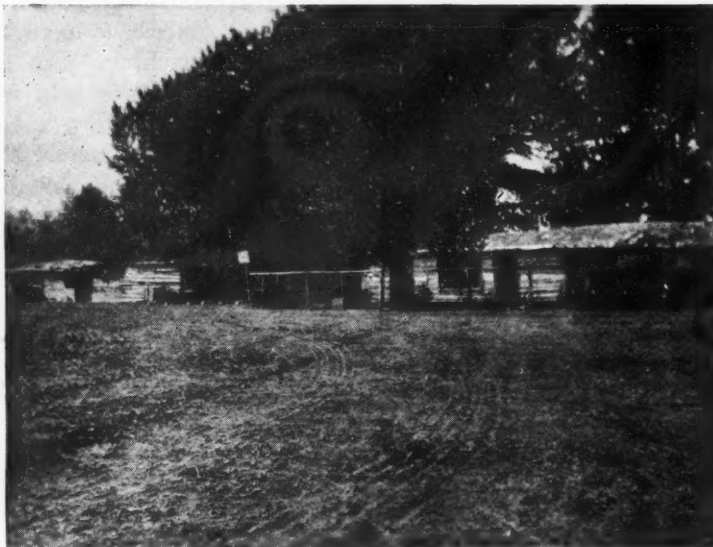
Mr. Sweet is not an old man, having not yet passed his fiftieth birthday. So what he observes in regard to salesmen and selling is through the eyes of a man still young enough to appreciate a young man's point of view. His is not the view of a reactionary, praying for

the return of the "good old days." Therefore, when he declares that salesmen of today are getting too "soft" he makes the conclusion from the observation of the man of modern sales and merchandising ideas, yet from the standpoint, too, of the man of twenty-five years ago who saw selling as a toughening job

for the man who stuck it out.

"There is no denying that the sales executive today is despairing of the lack of ability in new salesmen. We find here that getting new men, regardless of how we go

(Continued on page 454)



One Answer to Mr. Sweet's Complaint

IS the man who telephoned for a job typical of today's crop of salesmen? Mr. Sweet, in this article brings up memories of conditions which tried men's souls, but which made real, hard hitting salesmen. Mr. Sweet wonders if it isn't about time to tighten up on the youngsters in the sales forces of today and give them a taste of real work. Perhaps it is. Probably it isn't as much the salesmen's fault as it is the sales managers' who simply haven't been demanding as much from their men as they delivered when they were out on the road. More work and fewer alibis would be a good sales slogan these days.

years of his life have been spent in such a way that he could not help learning a lot about them, even had he not wanted to learn. He has seen selling from both angles. For ten years or more he was a salesman himself, first selling

He Did a Year's Business in One Month

Mitchell Gaucher's record shows what salesmen can do when they use a little old time energy

By D. G. Baird



IN July and August, commonly considered the dullest period of the year, Mitchell Gaucher, Federal motor truck salesman in Detroit, sold 25 trucks for \$110,069.82, thereby setting a record that has never been equaled by any Federal salesman during any two months in the history of the company—and probably never equaled by any truck salesman of any other company.

To put it another way, Gaucher sold more trucks during these two months than the average salesman sells in a year, and he sold almost enough in that sixty-day period to meet the annual requirements for membership in the Federal "Star Club," an organization fostered by the company to honor and reward the best Federal salesmen in the country.

The fact that July and August are very dull months in the truck business has already been referred to.

They are so dull that the Federal Company usually promotes a sales contest during the period to stimulate the salesmen to extra effort, and it was during such a contest that Gaucher established his phenomenal record.

Three other facts make Gaucher's performance all the more remarkable. First, the factory branch with which he is connected had just completed a contest in which he had worked hard, and had missed first place by only five points, so he could not have been saving up prospects or sales in anticipation of the forthcoming factory contest. Second, the

Detroit territory is zoned and Gaucher's zone is considered just about the poorest in the city, being the third from the downtown district, where most of the big fleet owners are located. Third, while some other salesmen in the contest were turning in big fleet orders that gave them big

One Answer to Mr. Sweet's Complaint

MR. GAUCHER'S record is one answer to Mr. Sweet's complaint on the opposite page. He has shown that all the old time salesmen who stop at nothing when a sale hangs in the balance are not dead. The sales world needs more men like Gaucher, and tomorrow's most successful sales managers will be the men who have developed the knack of training men like Gaucher. Lax management methods, an easy-going attitude and no discipline in the sales force will never develop the right sort of salesmen. We suggest that you bring Gaucher's record to the attention of every man on your sales force.

one must have prospects, and in order to have prospects, one must make the calls and dig them up. He can't sit around during the first three weeks of the month, then step out and set a selling record during the last week. I was working during all the months before the contest started; if I hadn't been, I never would have won. Then during the period of the

contest, I dare say I averaged sixteen or seventeen hours a day, and I ran up my own telephone bill so high that my wife hasn't got over it yet.

"Time doesn't mean a thing when there's an order to be had. I work days or nights or both, without regard for time. Several of my sales were closed after midnight and on other occasions, I routed our branch manager out of bed to help out in some way. On one occasion, I remember, I proposed to demonstrate our truck by letting the prospect drive one to Jackson. He wanted to take the truck down to his place and load

it that night so as to get an early start in the morning. When we came to get it, there was no one at the factory but the janitor and he wouldn't let us take it out without an order from the manager. That was tough on the manager, for I just proceeded to roust him out of bed and get an order for the truck.

"On another occasion, I had been working all day and most of the night on a prospect and he finally agreed to sign up on certain conditions that required the manager's approval. It was between twelve and one o'clock at night, but I couldn't risk waiting till morning, so I called the manager out of bed again and got the papers signed up right then.

Sixteen Calls a Day

"I consider about sixteen calls a fair day's work. A fellow who's going in as assistant manager of another branch came here recently to study our methods and he wanted to go out with me one day to see how I work. I took him along on sixteen calls and he was absolutely all in. He wanted to know whether I hit such a pace regularly, and when I assured him I did, he said he didn't wonder that I won the contest.

"Persistence is another important feature of this work and is one that is closely related to the number of calls. When I have reason to believe that a user is in the market for a truck, or will be in the market soon, I literally camp on his doorstep. We can't afford to take chances on losing the business. A man may tell me he expects to be in the market for a truck in about ninety days. Do I wait ninety days before calling on him again? Not on your life! I call on him several times in that ninety days. He may get a new contract and be in the market for one or more trucks unexpectedly; one of his trucks may break down and cause him to decide to buy sooner, or any one of many circumstances may bring him into the market before the ninety days are up. Then if I'm not there, some other salesman may happen along and talk him into buying his truck.

"I spent so much time with one of my prospects during the contest

that he jokingly promised to get me a membership in the McGregor Institute so I'd have some other place to spend part of my time. Another one got so he'd ask me whether I ever called on anyone else. But I got their orders—both of them—and they're mighty good friends of mine today."

Just here, Fred J. Storm, branch manager, put in with a: "I'll say they're mighty good friends of yours! After one of them had bought four trucks of you, he called me and wanted to know how you were coming along in the contest; said he was going to buy another truck or two in the fall and, while he didn't need them just then, if you were hard pressed and needed just another sale or two to win the contest, to let him know and he'd take delivery on them before September 1."

Knowing the prospect's problems is another principle that Gaucher emphasizes constantly. He doesn't stop with calling on a prospect in his office; he goes right out on the job to see what kind of work the trucks are doing, to get acquainted with the foremen, drivers, and all other employees he can meet. One can't have too many friends, is his theory, and he has often found that a driver or a foreman has the last word to say as to the kind of truck the employer shall buy.

Can't Be a Beau Brummel

"I just ruined a good \$40 suit visiting one of my prospects yesterday," he grinned. "A fellow on an excavation job up here and I went to compare the work of our Federals with that of some other trucks he was using. I had a hard time selling him a couple of Federals, then when I did sell him, I insisted that he go with me right to the job and compare them with his others. We went together and I showed him how our trucks excel the others he's using. I ruined a good suit, but he's going to buy some more trucks, and they'll be Federals.

"Ruining clothes is a common experience with me, anyway. I try to be all things to all men, and you can't be a sport and a 'wop' at the same time. I don't hesitate to jump right down in an excavation and grab a muddy wheel or

to crawl under a truck or to jump up on the seat beside a dirty, greasy driver. I'm ready to do anything they do—and they swing a lot of business my way as a result."

Gaucher knows his goods. He was practically brought up in the truck business, having started in with the Denby Motor Truck Company many years ago as a clerk, worked up to assistant traffic manager, traffic manager, and assistant production manager, then into the sales end for two years before joining the Federal forces, where he has been a constant producer for the past two years.

No Such Word as "No"

"One of the toughest experiences I had," he recalled, "was with a prospect on whom I had called repeatedly and who had lost patience with me. I went in to see him one day and I had no more than got inside when he fairly yelled out: 'I know what you came for—get out!' I just smiled and asked why the hostile greeting and he replied that he wasn't going to buy a truck from me and there was no use bothering him any more about it. I asked him why he wasn't going to buy a truck from me, thereby starting all over again an argument we had had several times before. I knew exactly why he wouldn't buy but bringing up the subject enabled me to ignore his invitation to get out and offered me another opportunity to present the merits of my product. We argued and reasoned and compared data and specifications till my tongue was almost hanging out, but before I left him that day, I had his order—and I'm going to sell him some more trucks before long."

After relating all these experiences and telling how he works, Gaucher smiles and insists that it isn't hard to sell Federal trucks. "It's just a matter of using good common sense and being on the job all the time," he maintains. "Know your product, know your prospect and his problems, then keep in close touch with him all the time—that's all. Of course one has to keep hustling, but that's all in the game, isn't it?"

The Globe-Trotting Sales Manager Hobnobs with John Bull

And Finds Many American Food Product Manufacturers Are Running
Away with British Markets in Spite of Prejudice and Tradition

Part Two of a Series

DESPITE her manifold internal troubles, and they are more serious than you might imagine, England has found time to lay aside the carnal ravages of the Laborite Red, and promulgate an idea which, in the light of things modern, is, to say the least, a pronounced shade of pink.

Members of the Imperial Economic Committee, appointed last March, have been studying, among other things, American advertising. It was but a swanky step from this to ruminations concerning the influx of American salesmen on British soil. And after the fog lifted along Piccadilly and the Strand, it was admitted that something strategic must be done in hot haste. If things continued, as they were going, the tight little island would have loosened to the extent of patronizing Eagle Brand goods almost exclusively.

Yes, English economists admit, with a snort and a sigh, that America is more than a mere competitor, locally; it is a menace.

The British government has virtually come to the conclusion that it must spend something like \$5,000,000 in the next year to advertise what would seem an

exceedingly obvious fact: "Buy at Home." The English, being notoriously frank in such matters, translate this to mean: "Every

comes as somewhat of a surprise, since it has become more than a mere tradition, that in England the populace has not deviated from

an inherited diet for more centuries than are within the memory of man. What with beef and mutton, green peas and sole as the standardized fare since the Tower of London was a pup, and the first bowl and pitcher put in a room at the Hotel Cecil, there are skeptics who, even now, can scarcely credit that John Bull has so far forgotten himself as to stray from these histrionic standbys.

Conditions have grown speedily worse, until it is no novelty at all to observe an Englishman sneaking home with a tin of Heinz fruit, or peas put up in the northern part of New York State. The island manufacturers have let out a howl that makes the lone wolf seem musical. In their search for a solution of the difficulty, the committee sent investigators to America, the hot-bed of this dastardly intrigue.

These gentlemen returned, their mon-

ocles a little joggled and their respect for our business methods amounting to increased alarm. America had sold herself on her own goods and had kept things



Stores in Europe, for the most part, are picturesque, immaculate and thrifty, and with their invariable backgrounds of church and cathedral make an impressive showing. On this square, in Mayence, Germany, the writer counted some eighteen window cards advertising American products. American salesmen are everywhere in evidence.

patriotic Britisher should henceforth let American goods severely alone, and patronize local industries." Emphasis is placed upon problems gastronomic, which



(Above) The great, busy, modern city of Amsterdam, as viewed across the River Amstel. An American salesman, meeting opposition, gave samples away to the wives of canal-boat and tug-boat captains, and from that worked up an opening for his product. Typical craft can be seen in the snap-shot. (Right) A "tag" that is frequently seen nowadays in connection with advertising campaigns for British-made goods.

— THE BEST —
TRADE MARK
IN THE WORLD

— "Made in Britain." —

sold, through the gigantic power of advertising. England must do the same. How simple and easy it was, once the idea sunk home! And the committee rendered its verdict in a portfolio of one sheet, if all the non-essentials are dispensed with: "Advertise to British people that they should buy British merchandise."

With minimum effort, those damned Yankees had made practically everybody eat more oranges and lemons and grapefruit and raisins—by advertising. They had transformed an otherwise normal race into a nation of spearmint hounds, to say nothing of France and England—by advertising. The almost unbelievable feat of selling the idea of toothbrushes to millions of folks who heretofore had the notion that the mouth was a perfectly natural place for remnants of food, between meals, was put over—by advertising, and rumor had it that because of recent national campaigns of publicity, the American housewife now bought seven kinds of toilet soap, and thirty-eight different brands of washing powder and chipped borax, where her grandmother seemed to keep herself and her home clean with one or two. And all of these things were manufactured in the little old United States!

It was up to England to apply the science of advertising to her own problems. Of course, the idea of coming to America for salt to put on The Eagle's tail, was as singularly whimsical as it was British. And so John Bull has decided that if all America can be made to chew gum of local manufacture, then all England can be made to eat nothing but mutton in some shape or other, raspberry tarts, and Yorkshire pudding. Advertising can do anything, can't it? The United States has proved that conclusively.

This done, then the aggressive question of putting a stiff dose of ginger into British salesmen could be argued, pro and con, although it was admitted, in even the most rabid circles, that the day would never dawn when an English salesman would not stop in the very middle of a whopping order, to watch a game of cricket, or accept an invitation to afternoon tea.

The first crude outlines of the basic plan intimate that 65 per cent of the total appropriation shall be expended in out-and-out advertising, for the most part in England proper, in an attempt to persuade British people to

purchase British foodstuffs, or those from British possessions; 15 per cent is to go for research work, while 20 per cent will boom the sending of very fine pedigreed cattle to its dominions, that said cattle may at some future date return to England proper, as meat.

Now that is a handsome and tidy schedule! Can you imagine the fright which is gnawing at the gizzard of our American salesmen in England? They can't sleep nights—for giggling!

I had the pleasure of meeting a master-salesman, representing, along with eleven other likable chaps, one of our largest American packing houses. We discussed conditions in general, over the tea and tid-bits, in the most unlikely of places—The Wild Thyme Inn, Shottery, Stratford-on-Avon. He had been studying all of the Gloucester country from Hereford to Chepstow, Bristol to Cirencester, as people and places reacted to American products, principally his own. And as The Wild Thyme Tea Room received hosts of American tourists, because of its proximity to Ann Hathaway's Cottage, he made a point of lunching there, one eye shrewdly on the human appetite, in action. To what extent, for example, were folks "from home" patronizing American dishes? There was true science in his method of analyzing a slice of venerable England, as a professor would spit a beetle, and study it through his magnifying glass.

The Old "Home Grown" Hoax

"The situation over here," said he, "is really quite amusing, when you come to know it. Edibles here are more or less in constant masquerade; take hams and bacon, for example. Tradition has it that England produces very special and exclusive brands of her own, flavored as if by magic. The truth is that a very large percentage of the hams and bacon are sent in from Denmark, where intensive farming has come to be a fine art. For the last few years I would say that no less than one-half of these products are imported.

"This butter we are eating at the moment—it is popularly supposed to be pure and quite exalted Devonshire butter. It isn't. I'll

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Our Most Important Editorial Feature to Start in Next Issue

A Series of Articles of Immediate, Practical Interest to All Executives Responsible for Sales Policies

By Roy W. Johnson

Eastern Editor, "Sales Management" Magazine

WITH the issue of October 17, Sales Management will begin the publication of a series of articles on "Sales Policies and the Anti-Trust Laws," by Gilbert H. Montague, of the New York Bar. This advance announcement is warranted by the fact that the subject is one of immediate and vital interest to every executive responsible for the formation or execution of sales policies, and because we believe that this series is one of the most important ever presented by a publication in our field.

As a matter of fact, these articles have been written with Sales Management readers definitely in mind. Mr. Montague has been in close touch with our eastern editorial office throughout their preparation, in the effort to present the material so as to meet the specific needs of the sales executive, rather than those of the legal profession or the general public.

Liability Is General

Our readers, we are sure, will find these articles not only interesting and informative as to the legal problems involved, but of really practical value as well, with respect to their own sales policies or those of their competitors.

Prosecution by the government for violation of the laws against restraint of trade is something which few sales executives care to contemplate. To most of them, in all probability, it seems only a remote possibility, under the far too common assumption that the anti-trust laws apply only to what is usually referred to as "Big Business," while they are themselves too insignificant to come under the government's notice. Just how well-founded that assumption may be is suggested by some figures given in Mr.

Montague's introductory article, showing that since 1919 upwards of 8,000 different business concerns have been prosecuted or investigated by the government for practices alleged to be in violation of the anti-trust laws or the Federal Trade Commission Act.

Many, if not most, of those concerns were relatively small and inconspicuous, and in the vast majority of cases the specific practices on which the government's action was based were not at all unusual or exceptional. No concern engaged in interstate commerce is too small or too obscure to take an interest in the government's attitude towards such practices as "free deals," preferential discounts, guarantees against price-declines, long-term sales contracts, etc.

Lists "Taboo" Practices

A reasonably comprehensive list of the specific practices that have at one time or another been condemned is given by Mr. Montague and we are not going to anticipate it here. It is a long list, however, and well worth careful attention.

On the other hand, we know of a large number of concerns who point to one or another of the many court decisions on the subject as assurance against government prosecution or investigation. Just how much of an assurance this may be is also pointed out in Mr. Montague's first article. Comparatively few business men really understand how wide an expanse of territory there may be between a court's interpretation of the law as applied to a certain set of facts, and the interpretation of the same law that is acted upon by the Department of Justice or the Federal Trade Commission.

The point of practical interest to the business man is not what may be the effect of a possible Supreme

Court decision, three or four years hence, but what is the government's action in the premises likely to be today. Ultimately, of course, the Supreme Court's interpretation of the law will govern. But in the meantime, it is the government's interpretation that is practically effective. In the case of the concern that is too poor to fight the government, or does not care to incur the heavy expense of protracted litigation, the government's interpretation is absolute. In any dispute with the government, it should be remembered, the business man has no choice but to obey or fight, and his opponent can carry on indefinitely at the public expense. The business man, on the other hand, must finance his legal strategy out of his own pocket.

The main emphasis in Mr. Montague's articles, therefore, will be placed upon an interpretation of the government's attitude towards specific trade practices, rather than upon analysis of court decisions.

Will Discuss Specific Practices

He is trying to tell the sales executive what action can reasonably be expected from the government now, rather than what the courts may be expected to say about it some years hence, after thousands of dollars have been spent, to say nothing about the expenditure of time and effort and anxiety. The subject is treated throughout from the practical sales point of view—not the angle of legality—and each article takes up specific sales practices, not specific points in the law.

This involves the use of a great mass of material which is not contained in any of the case books or digests, and indeed is not available to the lawyer engaged in general

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Laymen Comment on Advertising as They Remember It

Results of a Questionnaire Sent to Readers in an Effort to Determine How Much Advertising is Read and Remembered

By J. W. O'Meara

THERE have been numerous tests and contests of reader interest between the magazines and the newspapers. Because of its growing importance as a medium, direct mail was included with these older mediums in a questionnaire recently sent to more than a thousand persons. The purpose of the questionnaire was to find out which type of advertising was more readily remembered by the reader.

It was so worded and so sent out as to be unbiased. The recipient had no way of learning which medium the sender was most interested in.

The Questionnaire

Here are the questions asked:

Question 1.—Without looking at the most recent national magazine you have read (Saturday Evening Post, Literary Digest, American, Cosmopolitan or any of the others) what advertisement do you remember, what did it look like and, briefly, what was its message? If more than one, mention them. If none, please say so.

Question 2.—Without again looking, tell me the name of the product, the message and appearance of the most recent advertising letter or folder you received at your home through the mails? If you remember none or more than one, please answer accordingly.

Question 3.—From memory give name of national advertiser or product in the most recent issue of your newspaper. Briefly describe appearance and message. Please answer about one nationally known product and not about a local department store ad. If you remember none, or more than one, please answer accordingly.

The questionnaires were sent to people in every section of the country and to people in various

stations in life. Half of the questionnaires went to persons whose estimated incomes were between \$2,000 and \$3,000 per year; one-fourth between \$3,000 and \$5,000; and the other one-fourth between \$5,000 and \$20,000. Replies were in about the same proportions.

Stamped return envelopes were furnished and several hundred replies were received.

The replies could be grouped in four general classifications: (a) Persons who said they do not read advertisements. (b) Persons who read advertisements but who do not remember them. (c) Persons who remember advertisements well enough briefly to describe them, and (d) persons who are unusually observing and who can describe advertisements from memory with the utmost detail.

Fifty-five per cent could remember advertisements they had recently seen.

The verdict of this representative group was almost an absolute deadlock. Fifty-three per cent of the persons who replied could remember a recent magazine advertisement; 52 per cent could remember a recent direct mail ad, and 50 per cent could recall a current national newspaper ad.

Here Goes Fifty Per Cent!

Nearly half of the people who replied could remember no advertisement whatever. B. E. Brewer, of Arkadelphia, Arkansas, says: "Don't pay any attention to ads in papers. I am a farmer and don't have time to read ads." And a similar statement comes from Clyde Miller, of Old Fort, North Carolina, who says: "I am not interested in advertisements and seldom look at one."

An example of the seriousness with which some entered the test is expressed in this letter from Miss Florence Emery, of Madison,

Maine. She said: "It would hardly be a fair test for me to answer this, for I have only just now completed opening our company mail and my answers would be of recent observance not of magazine reference."

Three persons each remembered Studebaker's "No new yearly models" newspaper advertisement, and three persons recalled one particular Campbell's Soup ad well enough to describe it.

Two persons remembered Overland direct mail pieces and described them; likewise two persons told of Dodge Brothers sales letters.

Some Ads that Stuck

In each case two persons remembered the following: Cadillac in magazines; Holeproof hosiery in magazines; Maxwell House coffee in newspapers; Congoleum in magazines; and Palm Olive in magazines.

One each remembered the following magazine advertisements: Lux, Star car, Colgate's, Fisk tires, Old Dutch cleanser, Crane Company, Eastman Kodak, Hudson Coach, Wills-Ste. Claire, Paris garters, Overland, LaSalle Extension University and Chevrolet.

The direct mail advertisements remembered were: Packard, United States Steamship Lines, Foyer typewriter ribbon, Whitehouse furniture, Philadelphia Electric Company, Seiberling tires, Nelson-Doubleday Company, Texaco, La Salle Extension University, Star car, Franklin paint, Socony oils, Columbia records, Brunswick radiolas, Banquet brand tea, Upson wall board and Cadillac.

The national newspaper advertisements recalled were: Standard Oil, Swift, Gold Dust, Ivory Soap, Heinz 57, Black and White toilet preparations, Purock water,

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Wild Words and Wilder Dreams— and Some Not Wild at All

Some Comment on Current Advertising—With Special
Reference to the "Amazing" School of Advertising Writers

By Eugene Whitmore

CONSIDER the advertise-
ment recently published by
the Comer Manufacturing
Company. This advertisement is
headed, "Now I am Ready for 800
Salesmen Who can Earn \$1,000 a
Month."

I have had the
pleasure of meeting
Mr. Comer person-
ally. I have heard
him talk in meeting,
and I have always
thought he was an
interesting man. In
fact, I had a very
high opinion of him.
But, even though he
may not care a conti-
nental darn for my
opinion, I must con-
fess that his stock
goes down several
hundred per cent in
my estimation as a
result of this adver-
tisement.

In the first place, I
doubt if Mr. Comer is
really ready for 800
men who can earn
a thousand dollars a
month. I doubt if
there is one company
in America that can
boast of 800 salesmen
who earn a thousand
dollars a month. To
tell the truth, a thou-
sand dollars a month
is a lot of money. Just
for fun, let's stop to
consider for a moment
how much a thousand
dollars a month really
is, especially when
800 men in one

company are earning that much. It
would mean a monthly commis-
sion of \$800,000. If these sales-
men earn as much as 25 per cent
commission, that would mean that
the company would have to sell a

total volume of \$3,200,000 a month
at retail prices. This would mean
an annual volume of \$38,400,000.
Quite a tidy volume of business
for a modest little factory such as
Mr. Comer's!

a month, or \$9,600,000 a year.
Anyway, that's what we gather
from the ad. He wants to sell a
million suits a year—\$12,500,000—
and he wants to pay 800 salesmen
\$1,000 a month. No one can

accuse Mr. Comer
of having one-way
pockets!

Perhaps Mr. Comer
is really in earnest
when he says he
wants those 800 sales-
men who can earn
one "grand" every
month. But what I
am puzzling my mind
about is, why he
stopped at wanting
only 800—why didn't
he make it an even
thousand while he
was at it? So far as
I am personally con-
cerned, I have every
respect for the house-
to-house salesman.
Thousands of them
are good, honest, up-
right citizens. How-
ever, a large portion
of the public looks
upon house-to-house
salesmen as "rubber
collar" salesmen—as
men who are just
one step ahead of the
poorhouse. And it is
no wonder that there
are such men in the
field.

It is no mystery
that down-and-outers
are attracted to house-
to-house selling in
droves when such
advertising as this is

used to recruit them. Anyone
above the grade of moron scoffs at
it. It is written in a way that could
appeal only to the boobery—to the
rainbow chasers who are forever
looking for that one great job

Now I'm Ready for 800 Men who can Earn \$1000 a Month

If you are looking for the big chance—your real oppor-
tunity to make money—this is it. If you have the ambition
and the vision to go after \$500 to \$1,000 a month
profit for yourself, then you will realize that this is
the one opportunity you have been looking for.

A Stylish, Long Wearing Suit

Now read this carefully. Get it! On the right is a pic-
ture of a suit of clothes. It's a good suit of clothes—
stylish—good looking. It fits. It holds its shape. The
pattern is excellent. Thousands of men in your local-
ity need this new, modern, sensible, low priced suit.

Wears Like Iron!

Listen! The treatment this suit will
stand is almost unbelievable. It is
made entirely of a special cloth that
is amazingly durable, tough
and long-wearing. It is unaffected by
treatment that would ruin an ordinary
suit.

Tremendous Demand

And now we're making this wonder
suit in tremendous quantities—not
one at a time—but by the thou-
sands. All that modern machinery

and efficient methods can do to
produce big value at small cost is
applied in making the new Comer
suit.

And finally, we are using the
same modern efficiency in selling it
—direct from factory to wearer
through our local representatives.

The result is amazing. It brings
this suit to the wearer at a price
that is revolutionary—a price that
everyone can afford to pay—a price
that makes it the greatest clothing
value in years.

A Miracle Suit at the Amazing Price of \$12.50

Think, \$12.50 for a good suit of clothes. You
can see immediately that every man is a pros-
pect. A million suits a year is our objective.
Every community in America is swarming
with opportunities for sales. And now if you
are interested in making money we want to
show you how you can make it. We are ap-
pointing men in every locality to represent us
—to take orders. That's all. We furnish all in-
structions. We deliver and collect. But we must
have local representatives everywhere through
whom our customers can send us their orders.
Experience is not necessary. We want men
who are ambitious, independent and honest.
Men who can earn \$30 or \$40 a day without
getting lazy—men who can make \$1000 a

month and still stay on the job. If you are the
right type—you may be a bookkeeper, a clerk,
a factory worker, a mechanic, a salesman,
a farmer, a preacher, or a teacher, that makes
no difference—the opportunity is here and
we offer it to you.

A Few Hours Spare Time Will Convince You

If you feel you want to devote only spare time
to the work, that is satisfactory to us. You
can earn \$10 to \$20 a day in a few hours. You
will find in a few days that it will pay you to
give this work more time—for your earnings
will depend entirely on how many men you sell.

WRITE TODAY Territories will be filled
rapidly. Orders are now
coming in a flood. Men are making money
faster and easier than they ever hoped. So
don't delay. Write today for complete de-
scriptions, samples of cloth and full in-
formation. Don't owe. Don't "read any more."
Capital is not required. Just fill out the
coupon and mail it for all the facts.

C. E. Comer, President
The COMER MFG. CO.
Dept. 21-G, Dayton, Ohio

IMPORTANT

The Comer Manufacturing Co. is one of the most success-
ful businesses of its kind in the world, with 12 years of
experience behind it. It was founded and equipped a modern man-
ufacture steel building with 65,000 sq. ft. of floor space where
it manufactures all of its merchandise. The business has
been built on the policy of giving exceptional values to cus-
tomers, and fair, square treatment to its representatives.

Take orders
for this
wonderful
suit at
\$12.50

Full details
of this
miracle
suit
and
complete
instructions
for
selling
it
are
sent
upon
request.

Mail Now for Full Details

Mr. Comer says he wants to sell a million of these \$12.50 mir-
acle suits annually—which means a yearly volume of \$12,500,-
000. But he is willing to pay 800 men \$1,000 a month, a total
of \$9,600,000, for selling the suits. Pretty stiff commissions!
No one can accuse Mr. Comer of having one-way pockets!

Yet Mr. Comer says in his ad-
vertisement that his goal is only
a million suits a year—that would
be \$12,500,000 total business, yet
for that business he is willing to
pay out a commission of \$800,000

New England is ever a Land of Opportunity



YOUR boy or girl is, perhaps, one of the 1,321,620 New England children who will enter school this month and who, in a few years, will be out in the world—busy at something.

Some will follow the advice of Horace Greeley and "go west". But a great majority will stay right here—to find that New England is ever

a land of opportunity for all who live up to her traditions—traditions which have brought a world-wide reputation for achievement in art, literature, schools, finance, commerce.

The world knows that it can depend upon New England quality—that New England means and

skill always supply the best to be had in whatever mankind requires for life, education and happiness. And you alone, New England people, are responsible for this interpretation.

Your discriminating tastes have always demanded the best. So those who have produced for you have "aimed at the stars." And in

pleasing you, they have won the esteem of the world.

With such traditions behind them, the future achievements of present-day New England school boys and girls are wonderful to contemplate.

Who, twenty-five years from now, will fill in the hearts of the

people a place equal to that held by Longfellow?

Who will write philosophy worthy of Emerson? Who will paint pictures like Sargent? Who will sponsor the Boston Symphony Orchestra? Who will be presidents of Harvard, Technology, Wellesley, Dartmouth, Yale? Who will direct our great financial and industrial institutions? Who will be the outstanding New England governor?

And will another New England man, a quarter century hence, be striving to live up to the standard of efficiency now being set by President Coolidge at Washington?

You fathers and mothers of New England boys and girls entering school this month, are perhaps

asking yourselves such questions, and wondering just what future they will have in this land of opportunity.

And we, too, are asking ourselves some questions—and looking into the future confident that the House of Quinby will hold in the minds and hearts of this coming generation the same high place that it holds in yours.



It's the Best

You Wanted the Best —

We sample made it possible for you to have your coffee perfect in every way. We have selected the finest coffee in the world, and we have blended it with the finest coffee in the world. We have selected the finest coffee in the world, and we have blended it with the finest coffee in the world. We have selected the finest coffee in the world, and we have blended it with the finest coffee in the world.

You Might As Well Have the Best

W. S. QUINBY COMPANY

New York, BOSTON, Chicago



India and Ceylon

The W. S. Quinby Company, coffee and tea merchants of Boston, ran this double spread in a list of New England newspapers just as the schools were opening. It says very little about tea and coffee, but makes a strong appeal to New Englanders, and, we believe, will develop a vast amount of good will for the company

where selling is easy. There being no such thing, I fail to understand why intelligent manufacturers continue trying to convince people that their lines are easy to sell. In the Comer advertisement we find the following phrases: "Territories are being filled rapidly. Orders are now coming in a flood. Men are making money faster and easier than they ever hoped. So don't delay."

In this adjective-ridden confection of superlatives, we find the word "amazing" used three times, "tremendous" twice, while the suit advertised is referred to as a "miracle suit."

And come to think of it, Mr. Comer had better go in the shoe business if he ever gets 800 salesmen who earn \$1,000 a month selling this \$12.50 suit, for they will have to do some tall hoofing. If the commission is 25 per cent, the salesman will make \$3.12 on each sale. To make \$1,000 it will be necessary for him to sell more than 300 suits a month. Better than ten sales a day. The wear on shoe leather will indeed be "tremendous."

In contrast consider an unusual type of advertisement recently used in a list of New England newspapers by the W. S. Quinby Company, Boston. This concern packs La Touraine coffee and tea. The advertisement is a double page spread. With the exception of a small box at the bottom of the spread and two reproductions of packages, the advertisement says nothing about tea or coffee and makes no attempt to sell either of these products.

It is strictly a good-will builder—institutional advertising as it is termed. But the idea behind the advertisement is not only to build good-will for the company, but to call attention to the opportunities that exist in New England and to arouse local pride.

"New England is ever a land of opportunity," the advertisement is headed. The appeal is made to the parents of the million or more students who re-entered school just as the advertisement appeared. After calling attention to the achievements of New England people in art, literature, finance and commerce, the advertisement

says, "Who, twenty-five years from now, will find in the hearts of the people a place equal to Longfellow? Who will write philosophy worthy of Emerson? Who will paint pictures like Sargent? Who will sponsor the Boston Symphony Orchestra? Who will be presidents of Harvard, Technology, Wellesley, Dartmouth, Yale? Who will direct our great financial and industrial institutions? Who will be the outstanding New England governor?"

There will, of course, be the usual chorus of scoffers who will say, "And what has that got to do with selling coffee?" Or they will ask, with a sneering look of derision, "Will that double page spread influence some wop grocer to buy a case of La Touraine coffee, or will it cause somebody to buy a case of that coffee from that wop's shelves?"

Perhaps it will. Perhaps it will not. Who knows? But the fact remains that after all is said and done, many of us buy from people we like, because we like them—because they think as we do—

(Continued on page 461)

Writing advertisements *that sell goods*

SELLING goods through advertisements is no different, in principle, than selling goods through salesmen. In personal salesmanship we sell one group at a time. Through advertising, we sell to a large number of groups.

Some people think that the most important thing about an advertisement is that it should attract attention. A funny picture, in their opinion, is quite proper to accomplish this. A funny picture may attract attention, but does it sell goods? Remember Sunny Jim!

You could equip your salesmen with blue hats and red trousers. When they entered a store they would attract attention. They might find it difficult to direct the thoughts of the buyers towards the merits of your goods.

Salesmen are not orators

IF a salesman called on a buyer and started by telling a yarn about Archimedes, Caesar, or Alexander, he would appear ridiculous. Some men start advertisements that way.

To write a successful advertisement, find out the facts. What are the objections or obstacles, in the mind of the buyer? What properties of your product will interest him? Is there not something, more than anything else, which will gain the buyer's interest? Ivory Soap informs you that "It floats" and that it is "99-44/100% pure." It does not sound like much the first time you hear it but repetition has made these phrases worth millions. "It's toasted," does not mean a lot but it put Lucky Strikes on the map.

Writing advertisements does not call for inspirational writing but rather for writing which follows hard work in digging for facts.

Hoyt's does not use art for art's sake, but to sell goods. It does not seek for seldom-used words but, for easy-to-understand, simple words.

When we talk to salesmen about advertising we do not use such phrases as psychology—human interest—mass reaction—dealer tie-up—efficiency—or any of the popular, much

overworked, meaningless phrases. Instead, we talk in salesmen's language.

We understand the grief of carrying heavy bags. We know the troubles of a tired-out salesman who is asked to prepare long reports.

We know that a merchant eyes with the doubting eyes of a fish, the salesman who is expected to mesmerize the (supposedly) gullible dealer with a long story about "our gigantic campaign"—"consumer demand"—"Identify your story with our work." We know it is wrong to expect salesmen to secure dealers that way.

If our advertising does not move the goods by selling the consumer, who is "King," the advertising is not right, and it is no use to blame the sales force.

We spend our time, and money, constructing commonsense advertisements. If the goods do not sell we find out why, and improve the advertising. Therefore we do not ask Selling to do the work of Advertising.

IF you want to talk to a group of men who are merchants first and advertising agents second, write or call on us. If you give us the chance we will build an advertising campaign to order for you.

We have been at it sixteen years. We have assembled a group of over sixty people who "know." We have been through the mill ourselves, behind the counters, traveling salesmen, sales managers, and finally advertising agents.

The personal business history or records of our executives are available for your consideration.

If you want practical experience, coupled with long, hard study of the advertising business, come to us.

We have prepared a little book about advertisement writing called "The Laws of Successful Advertisement Writing." It tells something about our ideas on correct practice in advertisement writing. A copy will be sent to any executive upon request.

CHARLES W. HOYT COMPANY, INC.

"PLANNED ADVERTISING"

Reg. U. S. Pat. Off.

New York

Boston

Springfield

CHARLES W. HOYT COMPANY, Inc.

Dept. A-11, 116 West 32nd Street, New York

Send Mr. Hoyt's book free "The Laws of Successful Advertisement Writing."

Name _____

Firm _____

Address _____

City _____ **State** _____

October 1, 1921..60,565
October 1, 1922..70,584
October 1, 1923..76,773
October 1, 1924..90,185

Now [Oct. 1, 1925]
Over

100,000

Now!

The Daily Courier-Journal (morning)
and The Louisville Times (afternoon)
now lead the other daily combination
by over 50,000!

*The Big
Sunday*

Courier-Journal

Dominant in Louisville—Kentucky—Southern Indiana—Northern Tennessee

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

Thin Disguise for Price-Cutting Seen in Wholesale Buying Plan

Rochester Jobber Goes After Retail Business on Big Scale and Demoralizes Market for Automobile Equipment

By Frank R. Otte

AN expedient in the way of retailing under the guise of wholesaling has been devised by a firm in Rochester, New York, in order to obtain business from the large industrial plants. This firm—Brown & Brown Company, a jobbing house in automobile accessories and radio supplies, has enjoyed an increase of 200 per cent in business as a result.

It has, of course, long been the practice of the larger industries to permit employees to purchase goods through the company's purchasing department and thus obtain the company discount ranging from 25 per cent to 33½ per cent.

However, to obtain this discount under the guise of a legitimate company purchase, much red tape has been necessary. The plan worked somewhat in this way: John Smith desires, let us say, a few gallons of paint to paint his garage. The order is made out on a regular requisition blank, goes to the trucking department and the delivery department. The paint is obtained and delivered to the purchasing department—hence a memorandum is sent to the auditor who deducts the regular discount and mails a check to the jobber. Then a memorandum is sent to the payroll department and it deducts the actual cost of the paint from John Smith's envelope.

To circumvent this onerous red tape, the Brown & Brown Company devised the following:

THIS CARD ENTITLES

Mr.
of
to all the above company's wholesale prices on all purchases of automobile accessories, tires, tubes and radio supplies.

USE THIS CARD, IT MEANS A BIG
SAVING TO YOU

.....
Vice President.
Date.....

BROWN & BROWN
Auto Radio Supplies
Rochester, N. Y.

With these cards to present to the purchasing agents, it became an easy matter for O'Brien, the Brown & Brown vice president and sales manager, to get a hearing. For he soon proved to the

previous clerical work could be avoided. Furthermore, it eliminated for them the more or less burdensome and surreptitious purchase of retail merchandise for the employees at the wholesale price. Practically without exception the factories of Rochester adopted the Brown & Brown card system with the result that their sales increased some 200 per cent.

After O'Brien had distributed about 10,000 cards, the local accessory and radio jobbers' association woke up to the situation, hurriedly called a meeting, and soon had young O'Brien on the carpet to accuse him of price cutting. O'Brien, however, was ready for the argument and forced the other dealers to admit that they themselves for years had sold retail orders to factories at wholesale price and with the full knowledge that the purchase was for an employee. Not one of them had the nerve to protest against the practice. That was O'Brien's comeback.

Long before Brown & Brown came into the field, the others had winked at this method of selling and in many cases openly sanctioned it. The Brown & Brown Company merely cut the red tape, disposed of the camouflage, and thereby won the approval and friendship of the purchasing agents. The members of the jobbers' association had to admit—reluctantly, of course—that they had been smarted at their own game. Perhaps for them this was the beginning of wisdom; the appreciation of where price cutting can and does lead to. So the practice continues and more than 60 per cent of the Brown & Brown

(Continued on page 464)

THE growing practice of permitting consumers to buy direct from wholesalers is assuming such proportions that many retail organizations are fighting it bitterly. Hundreds of concerns all over the country permit their employees to make use of the firm's buying power to buy all manner of articles for individual use. In Rochester this practice has grown to alarming proportions, and then to cap the climax, one firm of jobbers boldly went out and solicited retail business on a huge scale. How the plan worked is told in this article.

Sales Management hesitates to predict what will happen if the Rochester plan is extended to many other cities. While we are not inclined to "view with alarm," or "point to a growing menace," we do feel that no manufacturer can afford to encourage such plans if he expects to receive the support of his dealers.

buyer that with a card in the possession of each employee, the purchasing agent was relieved of further worry. Or as O'Brien said in outlining the scheme, "All the purchasing agent needs to do is give a card to each employee. All the employee need do is present the card at our store, select his purchase, and then pay us direct. We honor the purchase just as though it came through a regular requisition blank, and the employee receives the usual company discount."

With such a lineup the factory buyers were easily convinced; realizing that thus 90 per cent of the

Is Cooperative Advertising All It Is Cracked Up to Be?

Advertiser Often Loses Control of His Own Appropriation
When He Enters Into a "Fifty-Fifty" Alliance with Dealers

By Milton Goodman

COOPERATIVE or "fifty-fifty" advertising used to be an auxiliary means in a campaign . . . a device to enlist the support of a big dealer here or there for its influence on the dealer body as a whole.

But today, it absorbs the entire "space" appropriation of many advertisers. To this observer it seems to be a fatally attractive method of buying lineage at the expense of effect.

Consider the mathematics of it. In a certain big city newspaper, the foreign or national rate is \$1.25 a line. Big retailers enjoy a local rate, based on large contracts, of very nearly half the national rate. Such a retailer will approach a national advertiser with a "fifty-fifty" proposition. He offers to match the advertiser's appropriation in that newspaper, and place the pooled amount over his own name at the local rate. Thus, the advertiser's dollar becomes two dollars and buys four times the lineage possible at the national rate.

Why the Scheme Often Fails

This is arithmetic, but it isn't advertising, for there is a joker in the deck. The joker lies in the fact that the cooperating advertiser and dealer have quite opposite purposes in the employment of their joint advertising.

The national advertiser is hopeful of creating a desire for his product, of establishing its name or trade-mark, of impressing its features on the public mind.

The dealer is interested in telling such of the public as may want the product that he has it for sale—among other things.

It is worth while to analyze the advantage and disadvantage of cooperative advertising from these differing points of view:

As the dealer sees it: If the dealer has the exclusive agency for

the product to be advertised, it seems no more than sensible that it be advertised over his name. If he has not the exclusive agency, such advertising virtually bestows it upon him in the public mind.

The advertising, in addition to its direct effect on his sales, has an extra value in building his store prestige—at only half expense. And finally, the advertising swells his lineage total, affecting the rate he can earn for all his advertising.

As the Advertiser Sees It

Against these advantages, the dealer of great experience and merchandising wisdom weighs certain disadvantages: First, the advertisements themselves, being either prepared by the national advertiser or in part dictated by him, are not in character with the usual advertising of the store. They are not retail in method and manner. They feature a brand name or trade-mark as prominently as the store name. They are uncompromising in the matter of price. Compared with the dealer's regular advertising space—devoted to the store and its variety of offerings at attractive prices—the ads do not "pull."

As the advertiser sees it: Strongest in the advertiser's mind is the idea of making a staunch ally for the sale of his product. Paying for local advertising seems an effective way of bringing this about. If this method also gives him greater lineage for his advertising dollar, so much the better. There is the important advantage of the dealer's endorsement implicit in these advertisements of the product—an endorsement worth whatever the dealer's local prestige amounts to, and not without effect on other dealers who are inclined to follow the leader.

Moreover, since the dealer is also investing some of his own

money in the advertising, his interest may naturally be expected to extend to "pushing" the brand.

Against this pretty picture are the practical facts: The saving on advertising rates soon discovers itself to be an illusion. The example given, of four times the lineage for a given sum, is an extreme case. Frequently the local newspaper rate is the same as the national rate. Most often it is only about 25 per cent less. For this the advertiser sacrifices his identity in the advertising. His address does not appear. The suggestion that "all good dealers" handle the product is, of course, out of the question.

The advertisements themselves, under pressure of the retailer, undergo a change. They become sale-makers for the dealer and not brand-makers for the advertiser.

Cooperative Ads Often "Duds"

Where the plan of "fifty-fifty" advertising is adopted as a universal method, each city is apt to see different advertising of the product; there is little or no uniformity of style or appeal, no singleness of purpose, no synchronization of dates, no cumulative effect of a drive. Auditing, billing and collection enter into the situation—requiring organization, personnel and considerable tact in handling the dealer. Once begun, the "fifty-fifty" deal becomes a precedent and the dealer is apt to look at it as a special discount for all time.

To add to the blank side of the picture, rival dealers term the co-operation a virtual rebate to the favored dealer and are not mollified by the offer of the same proposition. In retaliation they either cut the price of the product or drop the line for another. The product is in danger of being unprofitable to the big dealer, unpopular with the mass of dealers, and not really advertised to the public.

Produce— or else!

A salesmanager in this high pressure age has to produce the sales or let someone else do it.

Why aren't advertising mediums always subjected to the same stern necessity?

Advertising is an adjunct of selling. Why doesn't an advertising medium have to produce results in sales, *immediately*, or get off the list?

A salesman can't stay on the force with promises of future sales. Why should an advertising medium stay on the list with such vague promises as "building good will," "general publicity" or the long-deferred hope of some strange "cumulative effect" that will produce sales *some day*?

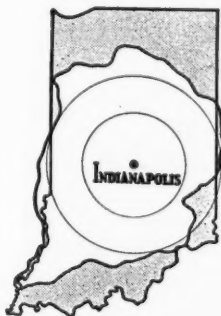
An advertising medium, like a good salesmanager, should produce immediate, traceable, tangible results—or it can not justify its cost.

Today's newspaper produces sales today and tomorrow and tomorrow. Not next week, or next month, or at some distant day when the "cumulative effect" turns "consumer resistance" into "consumer acceptance."

Inferior to no medium in creating good will and prestige for a product, a good newspaper makes the cash register ring within *hours* of its publication.

Today's Indianapolis News produces direct, actual, traceable, *cash* results for advertisers tomorrow. If it didn't, would local merchants, who *must* get an immediate return, have used it day after day for half a century, making it *largely* responsible for their success, advertising everything they have in its infallibly productive columns?

The mere fact that The Indianapolis News during 1923 and again in 1924, carried more advertising in its six issues a week than both other Indianapolis newspapers combined in their thirteen issues a week, is proof that The News *alone* is equal to any advertising load in Indianapolis.



The Indianapolis Radius, roughly 70-miles in all directions from the center of the city, has a population of 1,992,713. It is the zone of concentrated circulation and influence of The Indianapolis News. It is one of the primary markets of the nation.

The INDIANAPOLIS NEWS

New York Office
Dan A. Carroll
110 East 42nd Street

Frank T. Carroll, Advertising Manager

Chicago Office
J. E. Lutz
The Tower Building

What States were highest in Crop Values in 1924?

*no sales program can
be complete unless it
includes*

OKLAHOMA
5th among all
states in value
of all 1924
crops

OKLAHOMA is the fifth richest farm market in the United States, and as such it merits a place on every farm paper schedule.

To influence the buying power of this wealthy rural market you will naturally use the Oklahoma Farmer-Stockman, Oklahoma's only farm paper.

Widen and fortify your sales hold in Oklahoma now . . . for latest government figures indicate a 1925 cotton production greater than the bumper crop of last year.

Read the "State Ranks" to the right. Be sure you know the richest farm markets!

*(In 1924 Oklahoma ranked first in broom corn produc-
tion, second in cotton, fourth in wheat, and fifth in the
total value of all crops.)*

The OKLAHOMA FARMER-STOCKMAN

OKLAHOMA CITY

CARL WILLIAMS, Editor
RALPH MILLER, Advertising Manager

STATE RANKS

In Crop Values As Shown
By U. S. Government Figures

(DURING 1924 OKLAHOMA LED
THE FOLLOWING STATES IN
VALUATION OF ALL CROPS—
SUCH AS WHEAT, COTTON,
CORN, BARLEY, FRUITS, ETC.)

Oklahoma*	\$427,934,000
California	423,698,000
Minnesota	408,829,000
Nebraska	369,779,000
Missouri	351,017,000
North Dakota	347,515,000
Ohio	330,724,000
North Carolina	320,485,000
New York	309,493,000
Wisconsin	290,257,000
Pennsylvania	285,757,000
Indiana	277,873,000
Michigan	268,674,000
Georgia	263,090,000
Alabama	243,994,000
Arkansas	241,636,000
South Dakota	238,916,000
Kentucky	232,412,000
Tennessee	230,333,000
Mississippi	223,024,000
Virginia	191,346,000
South Carolina	176,728,000
Louisiana	158,646,000
Montana	144,463,000
Washington	137,815,000
Colorado	128,318,000
Oregon	84,897,000
Idaho	84,857,000
Florida	82,705,000
West Virginia	75,348,000
Maryland	74,091,000
New Jersey	60,434,000
Maine	47,576,000
Massachusetts	47,541,000
Vermont	45,687,000
Utah	45,030,000
Connecticut	40,133,000
New Mexico	38,544,000
Arizona	35,556,000
Wyoming	29,098,000
New Hampshire	19,811,000
Delaware	19,662,000
Nevada	9,333,000
Rhode Island	4,461,000

* Exceeded in 1924 total crop values by only four states:

Texas	\$920,081,000
Illinois	554,108,000
Iowa	531,136,000
Kansas	453,924,000

E. KATZ SPECIAL ADV. AGENCY - New York - Chicago - Kansas City - Atlanta - San Francisco



Sales Opportunities in the Billion Dollar Road Building Field

Extension of Municipal, County, State and Federal Highway Construction Creates Demand for Wide Variety of Material and Equipment

By a Member of the Dartnell Editorial Staff

DESCRIBED as the billion dollar market, the road and street building industry offers an enormous outlet for many products and materials. It is a field where the engineer plays a most important part, and any sales effort directed to this field must be built around the engineering attitude toward a new product.

From the United States government on down to the town and county or district road building enterprise, nearly every step of the process from the raising of the money and the promotion of bond issues, on through to the final completion of the road and the formal opening, it is in one way or another under the direct supervision and influence of the engineer. He may be a county engineer, fresh from school, or he may be an old experienced veteran of many years' experience under the Bureau of Public Roads at Washington.

His influence in the purchase of nearly every material and some of the equipment used in road and street building is the one most

important factor in making sales.

"The road building activities of all the states, the counties and the government is more nearly out of reach of political influence than any other city, county, state or governmental activity," says a well known sales executive who has been selling road building material and equipment for many years. "There are many road and highway engineers who have all manner of political connections, and who are good politicians—who have the political ability to put over bond elections; but when it comes to buying materials these engineers buy on an engineering, and not a political basis. Of course there may be a few exceptions here and there. It is not always possible to keep some favored political schemer from getting an occasional contract for his friends or supporters, but as a general rule politics plays a very small part in road building."

It must be remembered that there are two distinct divisions of the street and road building field. First, of course, is the building of

new roads, which in most cases is done under contractors by private engineers and road building organizations. Then there is the maintenance work which is usually performed by the city, county, or state, under the supervision of the various engineers who are charged with maintenance.

The widespread interest in and the vast sums spent on good roads have developed an enormous new market for many products. For example, many highways are being lighted so that night driving will be pleasant and safe. All manner of safety devices, signals, and equipment are being installed in vast quantities. New materials are being tested and put into use constantly. New methods are gaining headway, so that every year sees this market expand and develop. Where once roads were marked with home-made signs and signals, there is today a young industry engaged in the manufacture and sale of all manner of road marking signs and signals, warning devices and equipment.

The experience of the Page



Photo courtesy of
Page Wire Fence Association.

(Above) Part of the salesmen's equipment was photographic proof of the strength of Page Hi-Way Guards.

(Right) Equipment to build twenty miles of concrete road costs approximately \$100,000.

Fence & Wire Products Association in reaching this market with a new product is interesting in that it shows how readily the highway building engineers take hold of a new product and how thoroughly they cooperate with each other in spreading the news of a meritorious product.

About two years ago the Page interests developed a new type of fence which was particularly suitable for use as highway guards. It was designed to take the place of the old type of wooden guards which were constantly being broken down and which were dangerous to motorists. In the past two types of guards were used: the wooden guards, built, in a manner like fences, and the concrete buffers. When an accident occurred the motorist who was unfortunate enough to drive his car into a concrete buffer was lucky if he came out alive. Cars were usually demolished. When a motorist hit a wooden rail guard, the car was often smashed and one or more of the occupants injured. There were many cases where wooden rails were driven through windshields and radiators, and some cases where a long wooden rail was driven lengthwise through the body of the car. In one case on record a car hit a wooden rail which was driven

through the entire length of the car. The name plate on the radiator was forced through the car and out the back window.

The ever increasing number of accidents led to the development of the Page Hi-way guard, a type of

list of sales organizations who specialized in selling road building machinery and equipment. These organizations acted as jobbers.

As an example of the careful manner in which every lead was followed up, and every point of contact carefully nursed, it will be interesting to read the following excerpts from the report of one of the engineer-salesmen members of the Page organization. It is from an Illinois salesman: "Last week in Jo Daviess County, the super-

intendent told me he had heard that a Page fence sold them last fall had been hit by a car and broken cleanly. They were going to order more next week and wanted a report on it. I called on the commissioner, who lives about fifty yards from the fence and he was away, but his wife



(Below) Time- and labor-saving equipment is needed in every road building operation.

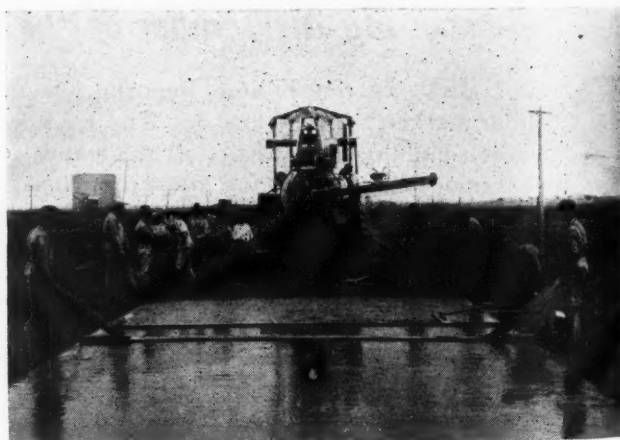


Photo courtesy Roads & Streets.

fencing which elongates under impact, forming a sort of resilient net to break the shock. When the company was ready to place this fence on the market a series of tests was made to determine just how much of an impact the fence would stand.

Installations were made and heavy trucks driven against the guards. This was done to provide ample engineering data to use in convincing road building engineers of the desirability of the new guard.

A specially trained organization of salesmen was built up. These men, equipped with special engineering data on performance, cost, methods of construction and records of tests, were sent out to call on the highway engineers. They called on government men, state engineering bodies, county and city engineers. The product was placed in the hands of a selected

gave me the dope. When I asked her if it had been broken (she did not know who I was) she flew at me like a ruffled hen. The truth was that the fence wrapped around the front wheel and held the car, and it was necessary to cut the fence to get the car out. As it was late Saturday night, naturally the first travelers Sunday morning saw the fence severed and told the story that it had been broken. The commissioners are proud of the fence in their county and will order more at their meeting this week."

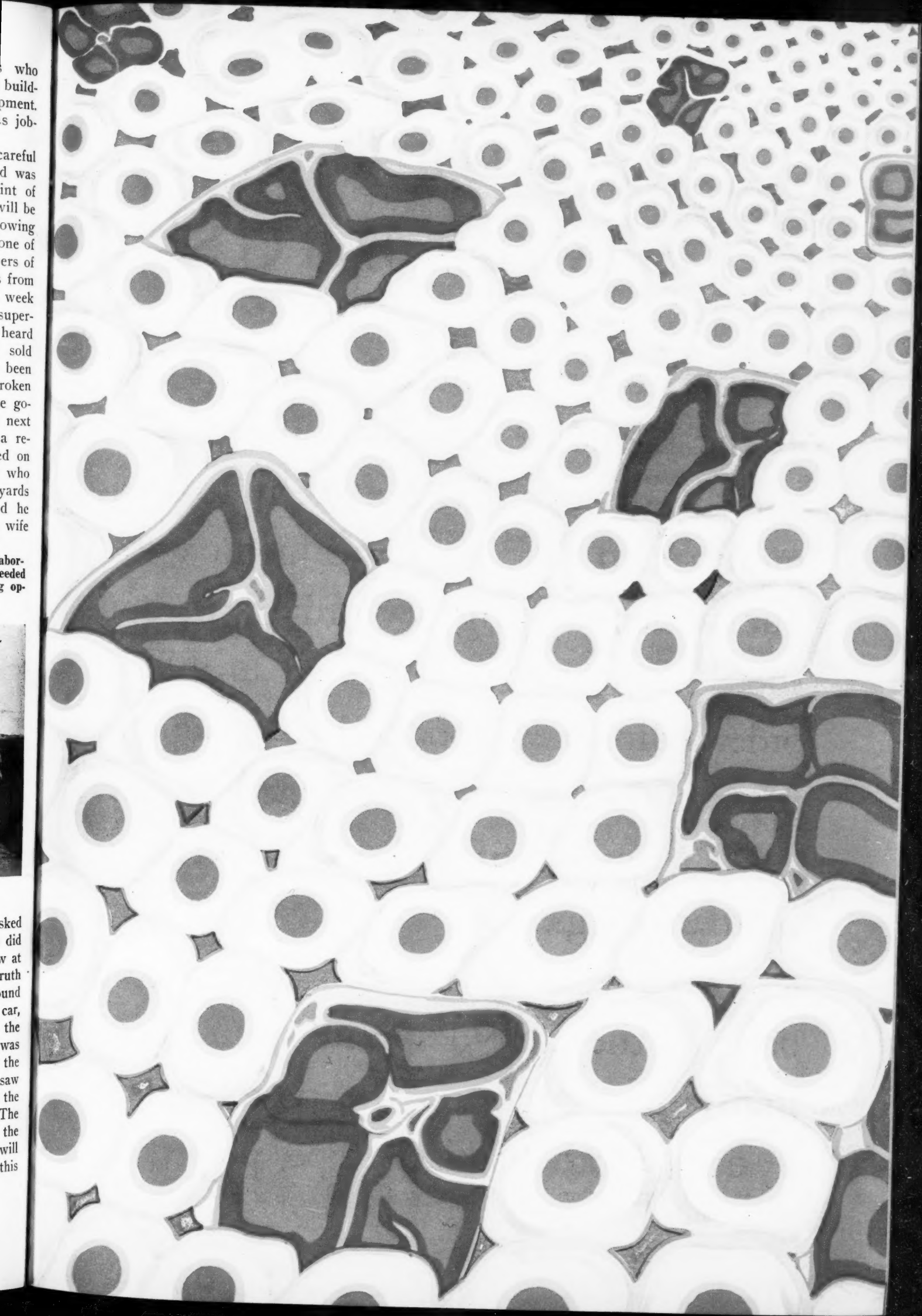
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\$50 worth of HAM & EGGS

A gold seeker who had struck it rich in the Klondike took his pile to New York to enjoy life. He went to Delmonico's to dine, read the menu without understanding a word of it, and then, with the air of a man unable to order a dinner as good as he was able to pay for, said to the astonished waiter:

"Bring me fifty dollars' worth of ham and eggs."

Have you never seen advertising done in the same desperate spirit? You find it sometimes on the poster panels. \$5,000 worth of black type, poster red

and superlatives. Is your business one that fails to find its proper expression, which tries to express the real quality of its goods in posters and window displays, and succeeds merely in making a loud noise?

The poster advertising of some houses does not do justice to the character of those houses any better than ham and eggs represented what the Klondiker really wanted.

It is the work of Rusling Wood to create advertising which does justice to the product, and to express that advertising effectively through the medium of lithography.

RUSLING WOOD, Inc., 218 William Street, New York



RW

H

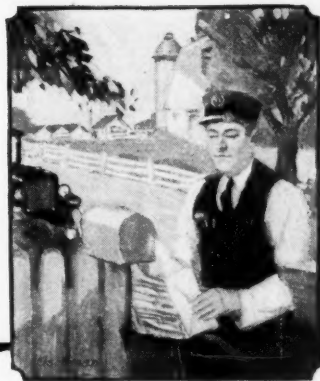
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BETTER SALES LITERATURE



A Department by S. Roland Hall

How Art Metal Doubled List of Dealers Who Use Direct Mail

THE localization of the manufacturer's literature is a big problem. Retail merchants are human, and being human, they are inclined to pick from manufacturers' advertising programs whatever dovetails most effectively with their own local campaigns.

Furthermore, retailers in such lines as office equipment have found that it is exceedingly difficult to get a direct-by-mail response to even the most effective bits of business literature. Particularly in cities of small size, they are in close contact with prospec-

tive purchasers of files, desks, cabinets, etc., and it is the natural procedure for the business man when he needs material of this sort to call on a dealer with whom he has had previous pleasant relations, or with whom he is in contact. A circular might, of course, come in at just the time when a business man is debating buying a new safe or a new battery of files, but this is unlikely. The advertising is more likely to have the effect of keeping the dealer in mind until that day when the prospective purchaser does need new equipment, when he will probably phone to have

a representative come around. As the Art Metal Construction Company, Jamestown, New York, says:

Office equipment buyers are not particularly brand conscious. A preliminary investigation on a small scale convinced us that one of the things we had to take into account is the tendency of the buyer to get in touch with the people who supply his office supplies and minor accessories whenever the need arises for a larger item of equipment.

It is the natural and obvious thing for him to ask Jones & Company to send a man over to talk about a filing cabinet if he knows that Jones & Company carry them and he has been in the habit of depending on them more frequently for smaller things.



Exhibit 1. Two of a series of folders designed and handled by the manufacturer, with an interesting treatment which localizes the solicitation by including the names and addresses of companies in the immediate vicinity which are customers of the Art Metal Company.



Exhibit 2. An assortment of business literature which rivets attention because of the appearance in an apt headline or on one of the cover pages, of the name of the addressee. The name is not applied in a crude stamped-in fashion, but in a clean-cut job style of printing. This makes the literature stand out in the morning mail. It is something like seeing one's name in a news item.

With this conviction established, it was the obvious thing for the Art Metal Construction Company, in putting out its impressive set of 1925 folders, to make this material the dealer's own advertising of his art metal office equipment so far as possible. Consequently, the first full page of each of these distinctive folders was given a real local character, not only by the copy itself and the signature of the local dealer, but by a list of local customers. This showed the prospective customer in Blanktown that other prominent Blanktown people had purchased Art Metal equipment from Mr. Dealer.

Even in reduced form, Exhibit 1 shows some of the distinctive features of this campaign, which consisted of half a dozen folders measuring 18 3-4 by 12 1-2 inches in their original size, but folded three times to the convenient mailing size of 9 1-2 by 4 1-4 inches.

The advertiser says:

There was a great deal of detail

involved in getting the local lists of users, in addition to the complete local addresses, phone numbers, etc., not to mention the carefully selected mailing list which each dealer was to supply. These problems were all successfully met, however, and we were approximately 100 per cent so far as mechanical correctness was concerned.

Upon opening the folder, the first thing to greet the reader's eye was an interesting illustration, a thought-provoking headline, and the name of a local concern with whom he was more or less familiar. The expected reaction is obvious: "Here is service!—local service—right at the end of my telephone, putting me in touch with the local representative of a national leader in the field. And to support my judgment if I should buy, is this list of users right here in town."

The campaign here referred to followed a somewhat similar campaign carried out in 1924. That the work is effective is evidenced by the fact that in 1924 twice as many retailers participated in the effort and the buyer-mailing-list increased by approximately 60 per cent.

There was no dropping off in 1925 in the dealer-list—another good sign—and the mailing list of prospective users grew 10 per cent.

The Art Metal Construction Company makes no charge for this material furnished dealers, but the

dealer pays postage at the third-class rates.

Not only are the folders imprinted with the dealer's name and address and contain a list of local customers, but the return post cards are printed with his address.

All such work as cutting the dealer's list for the addressograph machine and mailing his pieces is handled by the manufacturer. The dealer gets a sample mailing as soon as his lists are covered, and with it a form on which he is asked to make a report of results. This report-form gives the manufacturer the number of mail inquiries received, number of telephone inquiries, names of firms to whom sales have been made, etc.

A NOVELTY in the way of a business card comes from the Mayers Company, Inc., of Los Angeles, California. The cover looks like an ordinary business card, but the bit of printed matter is really a compact little 32-page booklet printed on thintext so that its volume is not much greater than two or three thicknesses of a business card.

The printing of the inside leaves is on only one side and the various pages feature different types of work done by the Mayers Company. One page, for example, is

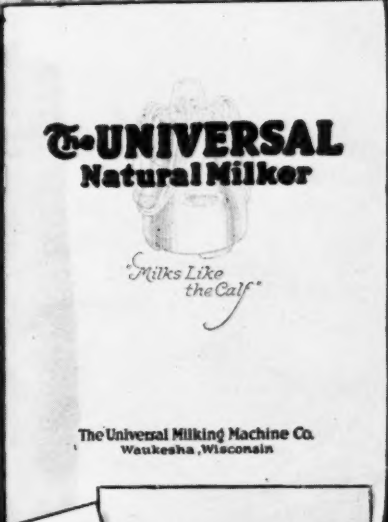
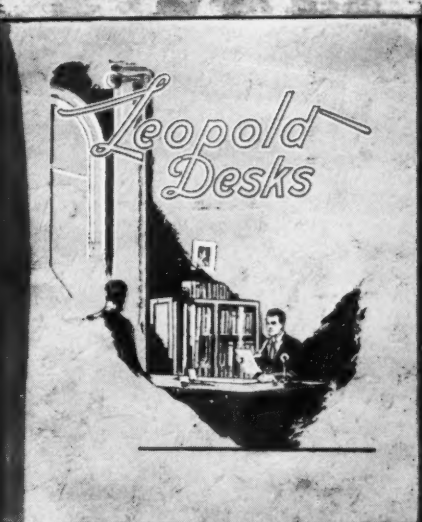


Exhibit 3. (Left to right) A house organ that helps salesmen hammer home the necessity of fire protection. An unusual catalog describing fine desks for offices. A catalog built in accordance with a chart which insured complete and orderly treatment of topics. One of a series of brochures issued by the Pneumatic Scale Corporation. A booklet for the professional man. A bit of advertising that amused but somehow didn't "take."

devoted to newspaper advertising; another to magazine advertising; another to house organs; another to window displays and posters, etc.

The booklet is unique and invites reading, when perhaps a more extensive booklet along conventional lines might be put aside.

HERE'S the shortest follow-up letter on record! It consists of just the word "Please" followed by the signature of the sender. Of course it is used in a case where the sender has the right, by the law of courtesy, to have some sort of response. And "Please" brings good results.

WE like to see our own names in print. No trait of human nature is more universal. It begins in the days when out of our small capital we purchase rubber-type outfits and laboriously set up our own names to show admiring playmates. It appears that no man becomes so wealthy, prominent or busy that his own name in news items or otherwise does not excite his interest. Many who would not confess to giving attention to the mention of their names, privately subscribe to clipping bureaus that bring a great variety of items.

It is on the basis of one's interest in his own name that a new type of printing service, known as "personalized printing," seems to be gaining in popular favor.

The personal name on a business document is, of course, nothing new. Billions of personal names have been filled in on printed letters. Other billions of names have been written into typewritten messages. But the printing of an individual name on such a document as a catalog, a booklet, or a folder is something comparatively new. It is not as commonplace as the typewritten name or the name imprinted in typewriter type. When we get a nice-looking catalog bearing our name on the outside cover or on the inside cover, we can't help wondering just how the trick was done, or wondering why the advertiser thought it worth while to imprint a copy with our own name.

In nearly all cases the recipient not only seems to have an unusual interest in the printed matter, but to be a bit flattered. On a few occasions the effect has been of the contrary sort. For example, one of the largest tailoring houses of the country decided to use

"personalized" style books for the entire dealer list. A New Yorker, who is said to be worth millions, received one of these books. The fact that his personal name was on the book carried the document past all subordinates to the important man's desk, but instead of becoming flattered, he assumed that the advertiser had taken the liberty of printing the entire edition with his name on the cover. In his indignation he announced that he was going to take action against the advertiser and make him pay well for his nerve in taking such a liberty. He wanted it understood that his famous name could be used only with his own written consent. However, when the fact was known—that the copy he received was the only one that bore his name—there was a general laugh around the office.

The "personalizing" device is much more than merely imprinting an individual name somewhere on the literature—in a cover position or somewhere in the body of the text. Exhibit 2 gives some idea of

various treatments of the idea.

A little thought will show that there are many ways of weaving an individual name into a headline or a title. If your name happens to be Paul Smith, it is somewhat startling to get an ordinary folder with a headline in the upper left-hand corner, "An extra \$250 for Mr. Paul Smith"; or if your name happens to be Henry Jones, your attention is certainly riveted by a sub-title on a booklet reading, "We wonder what Henry Jones thinks of the method."

It seems that blotters, cards, and so on, can be personalized just as the more costly pieces of literature are. In the very week in which these comments are written, a printing house that serves the writer of this copy sends its latest type book with the personal name of the addressee neatly printed on the second cover.

Of course the question of cost comes up. The Direct Advertising Agency, of Chicago, which has furnished much interesting information bearing on this unique form of advertising, says:

The personalizing process is done on a specially designed automatic press from linotype slugs. These slugs are fed down and changed with each impression of the press. It is possible to print quite a large catch phrase or considerable copy at the same impression with the personalizing slug, which insures an absolute match as to type matter surrounding the individual name. Setting the mailing list on personalizing slugs is an initial expense which is in the nature of an investment, since these slugs can be used for personalizing pieces of various kinds. After three or four runs of personalizing from the same list, the initial cost of setting the slugs is distributed and greatly reduces the cost of using this method.

Our own theory is that there is an element of compliment and even subtle flattery in taking the trouble to print a man's name in actual type on the literature that is designed for him. It is our contention—and the experience of our customers bears this out—that the small extra cost that

"personalizing" adds to the expense of printing and mailing is much more than offset by the increased good-will and actual inquiries and orders which follow as the result of this added feature. "Personalizing" adds such a small percentage to the cost of the booklet that represents anywhere from thirty cents up to print and mail, that it is almost criminal to neglect giving it the personal feature that will insure its getting attention and being retained and referred to in the right frame of mind.

This is good psychology and the actual results have proved that the theory is 100 per cent correct.



Exhibit 4. A handsome series of folders that tell graphically how certain types of packing machines are made. There are no return cards and no obvious efforts to produce inquiries. In this series the Pneumatic Scale Corporation, Ltd., simply disseminates interesting information about its facilities to give service to well known manufacturers on problems of packaging.

It does not seem possible to run down the details of campaigns in which "personalized" literature has been used and thus show by actual returns the value of this comparatively new feature of business literature. The greater interest and attention can be gauged only by the correspondence and the other comments that come on the heels of such a campaign. It is possible, of course, that in time so many advertisers will use this device that its effectiveness will be to a large extent lost. At present the very novelty of the idea gives it power.

SOME of the railroads know how to cut down the expense of correspondence without at the same time having their customers feel neglected. The Pennsylvania Railroad Company uses a series of government postal cards, one of which carries this succinct and courteous message:

Your communication of..... has been received and is having careful attention. As certain cases require time to secure all the obtainable facts, we ask you to bear this in mind should there be any apparent delay in giving you a final reply. Please furnish us your permanent address if you have not already done so.

.....
General Passenger Agent.

THIS is the day when business men everywhere are providing themselves with working quarters that give not only the right sort of atmosphere for themselves and their helpers, but create the right impression on customers. "Right impression" does not, of course, mean an impression of glamour or foolish expenditure, but good taste and solidity.

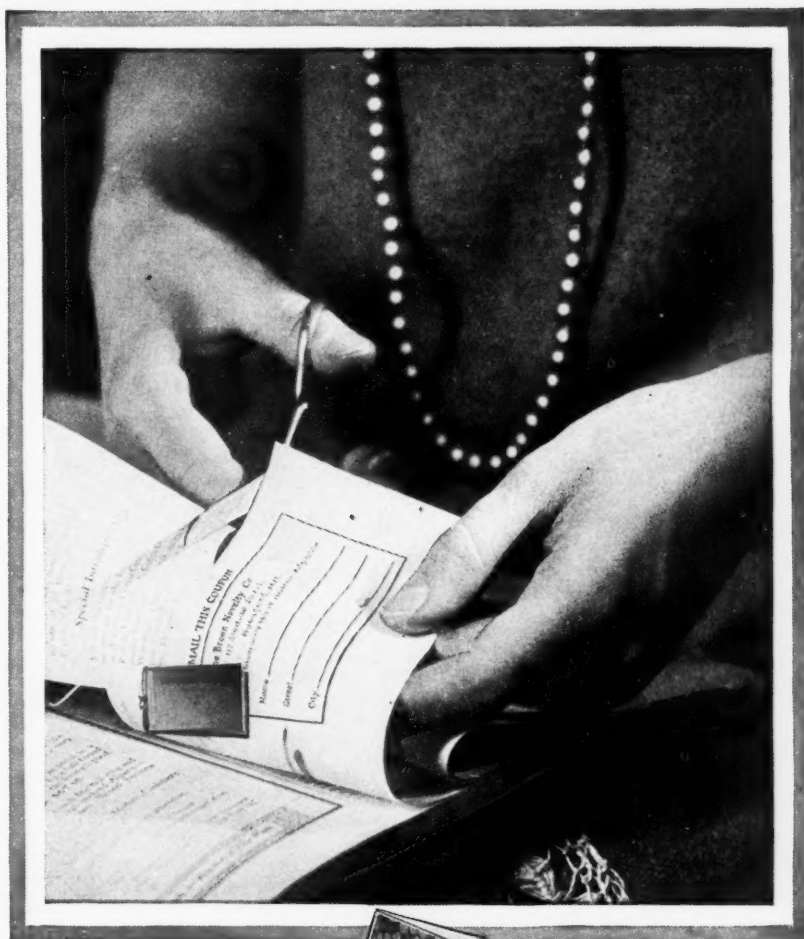
The Leopold Desk Company, of Burlington, Iowa, has evidently recognized the trend of the times, and in the production of its handsome new catalog entitled "Leopold Desks," Exhibit 3, it has provided one

of the finest examples of business-equipment literature of the year. The book is one of eighty-six pages on fine, enameled stock, with a distinctive blue cover stock, used also for the fly-leaf. The outside printing is in orange, green, black and white; the inside is in buff and black.

The illustrations are truly works of art, bringing out the fine grain of the desks, chairs and other equipment, and also portraying the interiors of distinctive offices with great fidelity. The final pages of the book are reserved for the

Books of this sort *are worth sending for*

The books and booklets offered to the women of America by American manufacturers are the most useful that are printed



THE newspapers and magazines that you read contain many offers of booklets. They offer booklets on cooking, books on beauty, books on clothing, books on home furnishing, books on gardening.

Some of these books are free. For others you are asked to pay ten cents or sometimes a little more.

Nearly all these books are valuable.

The modern booklet issued by a reputable manufacturer contains the most highly technical information in the world—boiled down, simplified, and made interesting and helpful.

The few cents you are sometimes asked to pay seldom cover the printing and mailing. Nearly every book so bought is a bargain. The free books are real gifts. They contain real information on the business of living.

Manufacturers seek the help of the best printers they can find, to offer their customers the most helpful and useful books—the best written, the best illustrated, the best printed.

If your product must be sold in competition with others used for similar purposes, there is no better or cheaper way to impress its advantages on prospective buyers than by the use of good booklets and folders.

If your product sells without competition, good printing may work a modern miracle in telling people why they should buy

it, and how they should use it to get the best service from it.

Call in a good printer. Get his suggestions on using type, pictures and paper to help sell your product—and keep it sold.

Interesting information on the profitable use of good printing may be secured from a number of books being issued by S. D. Warren Company. One book recently issued is "Selling with the Help of Direct Advertising" (Book No. 1) and is a discussion of the use of printed material to help sales.

You can obtain this book and others as issued, without cost, from any paper merchant selling Warren's Standard Printing Papers, or by writing S. D. Warren Company, 101 Milk Street, Boston, Mass.



{ Better paper—better printing }

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding



Exhibit 5. These letters, together with the booklets appearing below, formed the main part of an effective campaign planned to sell warm-air furnaces through the retail trade. These letter talks are of the most direct and practical kind.

illustration and description of special features, sectional illustrations, and so on, dealing with the design, construction and packing of Leopold Desks.

If any advertising and printing art could make a man want a fine desk or a finely equipped office, it certainly seems that this Leopold catalog would do the trick.

THE Frank E. Davis Fish Company, of Gloucester, Massachusetts, does much distinctive advertising. One of its latest bits of follow-up literature shows just a great big red lobster at the top of the letterhead. This appetizing shell fish stands out in the morning mail like the rising sun.

The advertiser says that this letterhead has been used in several ways and "has probably attracted more attention than any single piece of

mail matter we've ever used."

So it seems that sometimes the big, impressive illustration, presented simply without frills, is one that is more likely to hit the reader between the eyes. The Davis letter shows the bold type of art treatment at its best.

SOMETIMES it may appear that the advertisers who are putting a great deal of time and money into fine house organs are just blindly paying out a good-sized sum every year just for the satisfaction of being publishers—that they have very little idea of

what they are accomplishing in a publicity way. So a peep behind the scenes is sometimes very interesting and illuminating.

One of the most distinctive house organs is one carrying the title of "The Industrial Fire Chief," published by the Foamite-Childs Corporation, Utica, New York, shown in Exhibit 3.

This publication was started with an edition of 3,000 to 4,000 copies five years ago, and by reason of the demand from the corporation's own sales organization and from the professional

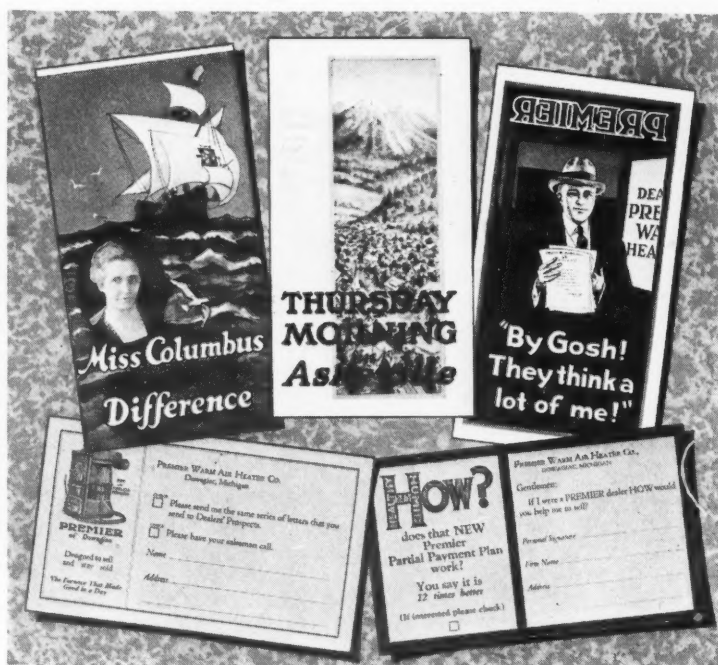


Exhibit 6. These booklets brought a noticeable increase in post-card inquiries. They have been important factors in opening up new territory for the Premier Warm Air Heater Company.

+

"I don't see how we can do it," said the purchasing agent.

"I don't see why we should do it," said the general sales manager.

But the advertising manager stuck to his guns—and the President sat back quietly. No one knew what he was thinking—yet.

The situation was this: the advertising manager had received a severe criticism of the house's stationery, and he argued that if a disinterested business man felt that way about it customers and prospects must feel the same way.

"We need to dress up our business a little more intelligently," he said earnestly. "I want us to raise the standard of our stationery. Call it sales expense. Charge it

to advertising. I don't care which.

"I have in mind the paper we need. It is made of rags, *all new white rags*; there isn't a fibre of wood pulp in it. It has a fine old name. It has an impressive, masculine appearance. It represents prestige, high position, good taste, self-respect. It does the whole job which letter paper should do."

He turned to the President.

"Do you agree that we need this kind of stationery?"

The President nodded thoughtfully.

"Yes—I suppose we had better not delay going to Crane's Bond."

"Why how did you know I meant 'Crane's'?"

"Didn't you just describe it?"



Crane's Business Papers

CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

and industrial groups served by the manufacturer, has grown to an edition of 25,000 copies, costing from 12 to 15 cents a copy in the mails. As the manufacturer puts it, the mailing list is made up of all kinds of people owning many different kinds of property or having something to do with the fire-protection of somebody's else property.

Specimen copies are sent out to every one who inquires about the company's products as a result of the general advertising. With each specimen goes a "subscription request card," on which the reader is told that "The Industrial Fire Chief" is published in the interests of those interested in modern methods of protecting life from fire. The reader can ask for all the issues of the magazine to be published during the year following, if he gives his name and information about the kind of business represented and tells what his interest is in "The Industrial Fire Chief" or gives his opinion of it.

When the company is asked to send samples to new readers, the name is not immediately put on the mailing list. Along with the sample is sent a card, referring to the sample copy, and the reader is told that if he cares to receive subsequent issues published during the year, he is to fill out and mail the card. This card also calls for detailed information that the advertiser desires.

The mailing list is checked up regularly with a double postal card, by means of which dead wood is removed. Those who do not mail the request, asking for a renewal of their subscriptions, are dropped.

The following is some additional interesting information from the Foamite-Childs Corporation about

the building up of its mailing list for its house organ:

In building up what we believe to be a certain demand for the "Industrial Fire Chief," coming both from our sales organization more strenuously than any demand for trade paper or national advertising and from the professional and industrial groups we aim to serve, we have done nothing unusual or clever. We have simply tried to put into practice our belief that, to be read, a magazine must be clean and attractive, and, although frankly an advertising medium, must have the selling

users of paints and varnish, like automobile plants, etc. (according to the nature of the story), a sample marked copy with a filled-in form letter calling attention to the feature story and offering free subscription to subsequent issues. All correspondence with our trade with reference to the "Industrial Fire Chief" is carried on with a special "Industrial Fire Chief" letter-head and our branch offices, and through them our field representatives, are kept advised of all additions to our regular mailing list by means of a proof card from the mailing list stencil.

Fire is a newsy subject. There is something about it in the papers every day. Consequently, the news photograph agencies submit to this manufacturer many interesting views and descriptions of fires. The company's own field men locate many feature stories and aid in getting the necessary details and pictures. It is no problem to secure suitable stories for a magazine of this sort—no problem to find impressive argument for adequate fire protection.

Every branch office of the Foamite-Childs Corporation uses from 10 to 200 extra copies of each issue of the "Industrial Fire Chief" for their representatives to hand out in connection with interviews. "The Industrial Fire Chief" appears to be an exceedingly valuable co-worker with the sales organization. A large file of interesting correspondence shows that its distribution is well worth while.

SOME of the best ideas in sales literature are old ones. For many years the Jones Dairy Farm, of Fort Atkinson, Wisconsin, has used a little book with the title of "Jones Dairy Farm Recipes." The advertiser says: "We have always found recipes effective advertising—a vital part of a merchandising campaign. We send out these booklets not only to our own dealers for distribution to their

SIVYER  CASTINGS
DEPENDABLE



"The Y-374 Pinion is Still Running and in Good Shape"

AFTER a years continuous service in a rotary rock crusher, the above report was made by a prominent cement manufacturer on the heavy drive pinion made of Sivyer Chrome Alloy Electric Steel—heat treated.

As previously made of ordinary steel, the severe abrasive wear and grueling strains of this service caused frequent breakdowns of the pinion. Replacements were necessary on an average of three months, and at times occurred in as short a period as two weeks.

The excessive cost of these replacements—the frequent loss of valuable time and much needed production—demanded prompt action and the manufacturer came to Sivyer with this problem.

Sivyer Chrome Alloy Steel—heat treated—was recommended because of its extreme hardness, strength and exceptional wear resistance. As a result of the economies effected this manufacturer is now using Sivyer Alloy Steels for other cement machinery parts, thus materially reducing repair and replacement expense.

The Standard Sivyer Alloy Electric Steel specifications are noted on the opposite page. These Alloys will satisfactorily meet any requirements you may have for a stronger, tougher, abrasive-resisting material.

We would be interested in hearing from you as to their possible use for parts that are not giving the desired length of life in service.

SIVYER STEEL

SIVYER STEEL CASTING COMPANY, MILWAUKEE

Exhibit 7. A simple folder with an extremely simple illustration puts across the advertiser's argument well for technical buyers.

arguments submerged under the coating of news value or technical value. We send each issue to every fire chief in the United States in towns of 500 up, whether they want it or not. We also mail it without request or subscription renewal solicitation regularly to all Chambers of Commerce, fire prevention bureaus, state fire marshals' offices, our own sales representatives (of course), a selected list of insurance bureaus, and a selected exchange list of the trade papers connected in some way with our field.

We have in every issue some feature article of special interest to a certain group of our customers and prospects—for example, if we are running a feature on paint and varnish factories we would print enough extra copies of that issue to enable us to send to every owner of a paint or varnish factory, also perhaps to various

*Come to Chicago
A.B.C. Week*

The
Twelfth Convention
of the

· A · B · C ·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel LaSalle
Chicago

October 15th & 16th

NINETEEN · TWENTY · FIVE

The **DINNER**

NIGHT OF OCTOBER, 16th

will be at the

Hotel LaSalle

Make your reservations early





Exhibit 8. The general catalog and small booklets of the Draper-Maynard Company, Plymouth, New Hampshire. This literature commands the interest of the growing-up generation because it gives them the rules and the best methods of the games they like. It was especially effective in towns too small to have a sporting goods dealer.

customers, but also to a list of customers direct from here. We also send them to private inquiries or inquiries that come in response to magazine advertising."

The present Jones recipe book is merely a reprinted edition of a type of book that has been in use now for thirty years. This record is a strong testimonial to the effectiveness of the recipe document.

DID you ever produce a bit of advertising literature that pleased you very much and then discover that after all this clever or entertaining bit of literature fell short of your usual type of appeal? Undoubtedly all advertisers have had this experience, so it does not seem out of order occasionally to reproduce in "Sales Management" a bit of literature that appeals very strongly to most producers of advertising and yet didn't do as well as its producers expected.

The "Etiquette of Bumping," Exhibit 3, is a sprightly bit of literature beginning with the statement:

Players with naked cars should be barred for two reasons. First, they suffer heavy losses themselves and cause their opponents unnecessary embarrassment in having to apologize for serious damage.

The object of the booklet is, of course, to draw attention to the well known bumping or bump

preventing equipment of the American Chain Company. The breezy character of the text may well be judged by these headings: "Choosing Your Bumping Equipment," "Don't Play Out in the Rough," "Out in the Sunday Jam," "For Light Car Drivers," "Be Sure You Inspect the Fittings," "We Hope You'll Never Need a Bumper."

HOW do you build the catalog or other sales document you need? Do you search around in your mind for some ideas, write them, and then build a layout to fit the copy, or do you start out to build a book in an orderly way just as you would lay out a sales canvass or a demonstration procedure?

Undoubtedly some good literature is created by the inspirational plan—the one first referred to. Some sales and advertising managers, however, believe that a good-sized sales document ought to be built in a very orderly fashion, lest the very extent of the material discourage the reader from a thorough reading.

Mr. E. B. Shurts, sales manager of the Universal Milking Machine Company, sends the catalog shown in Exhibit 3—the book that carries the appealing slogan of "Milks like the calf." This catalog was

built from a chart that was carefully laid out in advance and blue-printed evidently for review by various people. This chart showed the following main sections:

Section 1—History of Milking Machines. Pages 2 and 3.

Section 2—Why You Need a Milking Machine. Pages 4 and 5.

Section 3—What the Universal Is Doing for Others. Pages 6 to 11.

Section 4—Why You Should Ultimately Choose the Universal. Pages 14 to 22.

Section 5—Why You Should Install a Universal Now. Pages 23 and 24.

The chart also showed a large number of details to be covered in each of the five sections. These details are too numerous to be quoted here. One example is given, however. Under Section 2 appear the following four sub-heads: "Great Labor Saver"; "Keep Help Contented"; "More and Cleaner Milk"; and "Allow Increase in Herd."

Such a layout seems to insure certain things: (1) that every important point in the proposed book will be covered; (2) that a logical order of presentation and argument will be preserved. Furthermore, in a working plan of this sort, it is more likely that every item will be kept down to the proper amount of space.

THE catchy headline or title has a big place in advertising, but there are occasions when the conservative or technical headline is far more effective. There is nothing startling about the headline, "HYPOCHLORITE in Medical Practice." This title on a booklet of the Zonite Products Company, New York, appears on a black, green-bordered panel, on gray cover stock. See Exhibit 3.

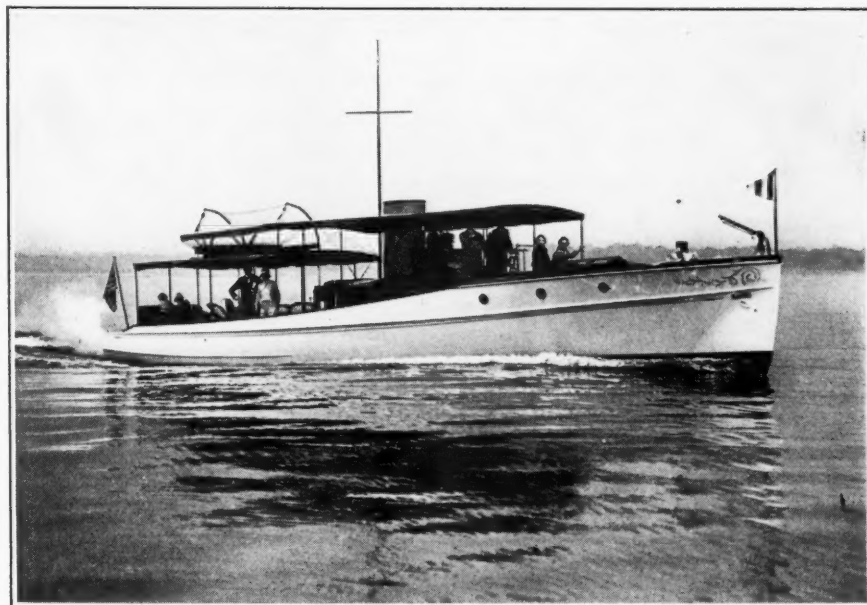
The inside title page might shock those who argue ever for punch in advertising, for the chief line is "A Digest of Authoritative Discussions on the Application of Hypochlorite to Medical Practice."

The text is in a very conservative style, though clear and well indexed with side headings. The last four pages of the book are given to a "Bibliography upon use of HYPOCHLORITE Antiseptic Solutions," with reference to articles in most of the leading medical and surgical journals.

The advertiser says on the question of results:

PHOTO-ENGRAVING

Speeds Power Boat Sales!



Photograph by Morris Rosenfeld of "The Barbara" owned by E. O. Gould of Truly Warner Co.

HOW BUILDERS OF SMALL CRAFT MAKE THE PORT OF SUCCESS TOLD BY JAMES WALLEN

EVERY stretch of open water in America is now a speedway. The power boat parts the water as the motor car cuts the wind—and youth is happy.

The builders of fast craft have made a dramatic appeal to the young folk of the nation. And the comfort they stow into the hulls has won the favor of the older generation as well.

Pictures of power boats in action in the public prints have caught the imagination of the people and sent it down the rivers into the lakes and the seas.

Liberal advertising plans have included plenty of photo-engravings, picturing

cruisers and commuters and other types of speedy craft. The story of the power boat "in picture leaves nothing untold."

The American Photo-Engravers Association have organized the industry along the lines which make it of service to all that is progressive and constructive in American business.

~ ~

The credo and code of the Association is presented in a booklet, "The Relighted Lamp of Paul Revere," which is supplied by members everywhere and from the general offices at Chicago.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

High grade art cover

Handy memo pad

Your ad. here

ART DESK MEMO PAD

Clothe the personality of your business in an atmosphere of Art and Quality

IN this advertisement we show illustrations of "Art Desk Memo Pad" and "Personal Memoranda Book" gift novelties. Desk reminders for your trade, such as these, when bound in Super Finish Art Leather, breathe the subtle spark of personality into the customer's impression of your business. Their beauty not only attracts attention, but invites the place of honor on the customer's desk.

Super Finish Art Leather looks and feels like leather, but wears better and costs less. Write for descriptive matter on the "Art Desk Memo Pad" and "Personal Memoranda Book."

U. S. ART BINDER CO.
225 W. Ohio Street, Chicago

Manufacturers of desk reminders, book and catalog covers, loose leaf binders, sample and display cabinets, and other novelties in Super Finish Art Leather. Creators of artistic specialties.

REPRESENTATIVES WANTED

PERSONAL MEMORANDA BOOK

Your ad. here

Large memo pad

High grade art cover

While it is rather difficult to trace the resultfulness of work of this character, we have been in receipt of many commendatory letters from men of prominence in the medical world and we have had also a number of requests for quantities of Zonite for testing purposes. Approximately 5 per cent of those receiving the booklet acknowledged receipt and expressed a desire to receive additional literature when published. In forty-four cases chiefs of surgical boards of hospitals ordered a quantity of Zonite on a straight sale basis. Two hundred fifty other chiefs of surgical boards requested test quantities.

This Zonite production is an excellent example of the type of advertising for which there is a large field—the strictly ethical and technical explanation to the educated practitioner. Probably this type of reader does not think of booklets like the one issued by the Zonite Products Company as advertising matter. He may regard it as professional information. It is, in truth, a highly effective form of advertising.

THE writer of the copy for this department of Sales Management confesses to having a "nose for returns." He likes to know how many samples were asked for when the advertiser offered a sample; how many cards came back when the consumer received a convenient card for making a request; how many dealers returned requisitions when the advertiser offered, free of charge, good material for a localized advertising campaign. These checks on the value of business literature are worth while, even if they are only partial checks or "straws that show the way the wind blows."

Yet the solemn truth must be faced that the effect of a great deal of good advertising cannot be traced at all. It must just be published and issued for the cultivation of name publicity, good-will, prestige—whatever name one may prefer—and kept up with faith that in time the results will justify the cost.

A case in point is that of the Pneumatic Scale Corporation, Ltd., of Norfolk Downs, Massachusetts. This concern recently sent out a most attractive folder depicting a tea bag above a dainty cup and saucer, carrying the human-interest headline "Every 2 Seconds." The inside pages are devoted to a first-class description and illustrations of the Pneumatic Automatic

Tea Ball Machine, made by the Pneumatic Scale Corporation. This folder came in a handsome envelope but without any accompanying literature or return post card.

Inquiry brought the information that the Pneumatic Scale Corporation has a variety of these folders, some showing machines for tight wrapping of coffee or other products. Exhibit 4 gives a good idea of this distinctive series. The fact that it is linked with such well known products as Cream of Wheat, Orange Pekoe Tea, Argo Corn Starch, and so on, lends added distinction.

Mr. W. K. Embleton, of the Pneumatic Scale Corporation, Ltd., says:

Our object in issuing this form of advertising is not with the idea of soliciting direct inquiries. The type of machine we sell, we feel, hardly permits that. The folder is one of our series of pieces of advertising put out simply to build up a background of good-will for the salesman, and make his contact with the prospect and customer somewhat easier. We feel that the series is doing just this.

Of course, we supplement this in various ways, one of which is the issuing from time to time of little brochures, telling the story of the romantic history of some of our customers. These have been written by various well-known business writers, including Thomas Dreier, Robert Updegraff, and Robert Ramsay. The writer of this letter has also had the pleasure of doing several of them. We are posting you several copies of these booklets, that may give an idea of our work, which is simply institutional advertising and which has brought us many and favorable comments from all over the world.

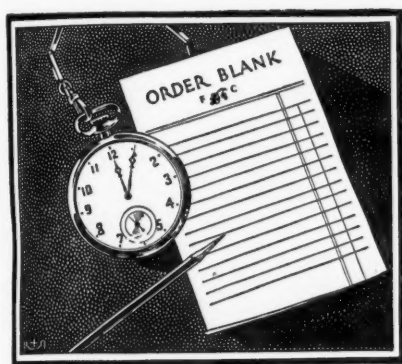
One of the brochures which Mr. Embleton refers to is shown in Exhibit 3.

WHAT would you do if you were marketing a warm-air heater and you felt you were marking time with your trade-paper advertising and had used such devices as broadsides about as far as they could be used effectively?

After making your guess, possibly you would like to know that the Premier Warm Air Heater Company, of Dowagiac, Michigan, when facing this situation decided to issue a series of businesslike booklets to be sent out with very frank, conversational letters. Exhibit 5 shows two of these letters and Exhibit 6, the accompanying booklets.

FROM NEW YORK TO CHICAGO

5
in
minutes



THE SALES MANAGER of an enterprising New York furniture company had as customer a large Chicago department store. Having just received some goods he was sure would interest this store, he placed a long distance call for the merchandise manager. Within five minutes he had his man. Adding up his sales when the call was finished, he found they totaled fifty thousand dollars!

It is not by accident that the use of Long Distance by salesmen and sales managers is increasing so rapidly. A long distance call often saves the time and expense of a long trip. It does not have to wait in the reception room. If the man wanted has left town, it can follow him. It is evidence of importance and the desire to serve. Prices and terms can be discussed as in a personal interview. The goods can be shipped with a substantial saving of time.

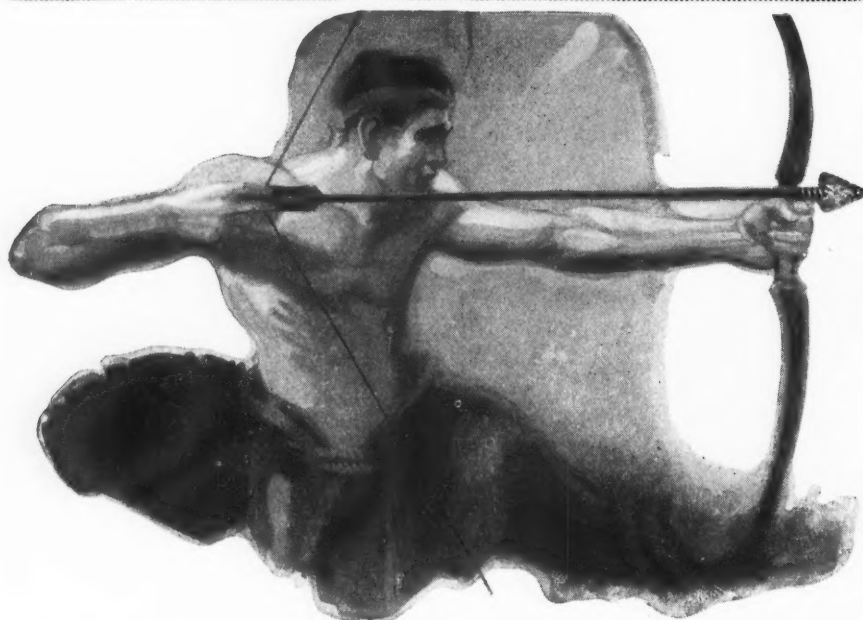
Are you and your concern getting more orders and speeding up business by the use of the long distance telephone? Do you

use it in buying, in collections, in making large sales to customers and prospects in distant cities? The failure to use Long Distance daily results inevitably in a loss to efficiency and profits.

The Commercial Department of the local Bell company will gladly, upon call, examine your business and suggest new ways in which Long Distance can serve you. But in the meantime, what man or concern in a distant city should you call now? The telephone will connect you just as it does with the person or firm wanted in your own town. . . . Number, please?

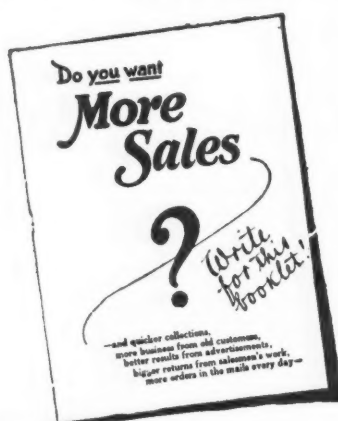
BELL LONG DISTANCE SERVICE





Shooting straight at your target—
more sales
 follow the steady use
 of really good letters

Consider this user's remarks. Let his own words, describing his experience, tell of our values to you. "Your man stated that if we 'hoovenized' our letters the returns would be much better. We didn't believe him. However, he insisted so much that we put in one machine."



"The results were so astonishing that we sent in a hurry call for two more. The letters written on our Hoovens were **30% more productive of actual orders** than our former perfectly filled-in letters. The Hoovens *paid for themselves* in one month."

"I have recommended Hoovens to a great number of people since, and those who took my advice are as enthusiastic as I am."

A copy of the letter quoted, and our free booklet may prove valuable to you. Mail the coupon.

Write and get it—now

General Sales Office, H. A. T. Corp.
 1100 Plymouth Bldg., Chicago, Ill.

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

Name _____

Position _____

Company _____

Address _____

The
HOOVEN
 Automatic
 Typewriter

Manufactured by

HOOVEN AUTOMATIC-TYPEWRITER CORPORATION
 HAMILTON, OHIO

The letters are very much in man-to-man fashion and are signed by "Buck" Taylor, known formally as E. C. Taylor, who is both advertising and sales manager of the Premier Warm Air Heater Company. "Buck" says that his experience in running a combined sales and advertising department leads him to believe that half a dozen inquiries from people who are really interested in furnaces are worth a hundred inquiries about a souvenir tack hammer or something of that sort.

The Premier Warm Air Heater Company has a prospective dealer list of 9,000 names which was covered with this booklet-letter campaign. It seems that in a previous broadside campaign in which occasional letters were used, it was observed that the letters were more effective than the broadsides. Consequently, the decision was to add half a cent to the 1 1-2 cent postage and make greater use of letters.

These letters are processed in good style. The character of the composition and mechanical features are such that the effect is almost that of separately written letters. As to character of lists, Mr. Taylor says:

Our lists are checked twice a year and are the best obtainable in this field. However, there is much to be desired. Generally speaking, hardware stores handle furnaces. What percentage of such names as appear on our list do not handle furnaces, is hard to tell. There is absolutely no way, as far as we know, of getting this information without making a call to each town on our list. That, of course, is being done by our travelers and eventually we expect to have as nearly a perfect list as is possible to compile. Nevertheless, these facts must be taken into consideration when compiling returns.

There has been not only a good increase of post-card inquiries but a very noticeable increase in letter inquiries. Mr. Taylor gives the following additional information about his direct-mail methods in opening up new territory. It will be observed that his campaign is designed to pave the way for salesmen and to strengthen their hands rather than to replace them.

Ours is a relatively new concern. Last fall, in October, we decided to open up—or at least make an attempt to open up—Western Pennsylvania territory. I keep one man on the sales force as general representative and he travels all over the country for me. I immediately sent him into Pennsylvania.

I believe it was the first or second week that he called in Punxsutawney, and a large hardware dealer there told him he had never heard of the Premier line. In the last six months he has heard from us, and likewise all the other hardware stores in that same territory, many times.

The territory has been opened up very successfully and today, among the trade, I believe Premier heaters are as well known as any other make in the United States. Certainly this is of distinct value to the members of the sales force.

I have before me right now, correspondence from Spartanburg, South Carolina, where negotiations are pending for an order that will probably run around \$7,500. No personal call had previously been made and our salesman gives full credit to our direct mail campaign for creating interest.

The fact that this advertiser does not receive a mass of inquiries strengthens rather than weakens his faith in the effectiveness of his campaign. He argues that the "curiosity folks" are likely to respond early in the campaign and that as the work goes on the results are more substantial.

ONE way of having your new catalog appreciated is to send a double postal-card announcement of it and to say that it will be sent if the addressee really wants it—that the book is too valuable to be wasted. And this is a good time to ask for the name of the individual "in your organization who should receive it." This gives you a real mailing list.

COULD you prepare an effective folder about an ordinary pinion or some other simple device or bit of equipment?

Most writers of sales copy feel that they must have action in their illustrations or stories in order to get the best effect. Nevertheless, it appears that a number of bits of effective literature of the class of Exhibit 7 are being used.

The headline is a newsy one—"The Y-374 Pinion is Still Running." There's no illustration on the outside of this 12¼ by 9¼ inch, single-sheet folder, which folds twice to the usual mailing size of 9¼ by 4 inches. Inside there is an unadorned picture of the Y-374 Pinion, with these two opening paragraphs, which give the gist of the story:

After a year's continuous service in a rotary rock crusher, the above report was made by a prominent cement manufacturer on the heavy drive pinion made of Siver Chrome Alloy Electric Steel—heat treated.

Your Dealers—

*Can they get along
without you?*

Merely sticking a colored tack in a town on the map and saying "We now have a dealer in Keokuk or Kankakee" does not sell the consumers in those territories.

Getting a dealer and making him deal—are two distinctly different things.

Make more deals for your dealers. Ordinary dealer helps won't do it—they don't use them.

We have a real plan that will sell goods through the dealers you have—and it will make more money for them and for you.

This plan is in book form—called "Dealers That Pay" and it's free for the asking. Write for it.

**OBJECTIVE
ADVERTISING**
TRADE MARK

Electrograph Advertising Service

INCORPORATED

1132-4 South Wabash Avenue

Chicago

Creators, producers and distributors

DIRECT MAIL

Dealer-Consumer Campaigns

"We have come to depend greatly upon the

Standard Rate and Data Service

and we can assure you that we wouldn't want anything to happen which would cause its interruption."

REO MOTOR CAR CO.

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive
CHICAGO

New York

San Francisco

USE THIS COUPON!

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name.....

Street Address.....

City.....

State.....

Individual Signing Order.....

Official Position.....

As previously made of ordinary steel, the severe abrasive wear and gruelling strains of this service caused frequent breakdowns of the pinion. Replacements were necessary on an average of three months, and at times occurred in as short a period as two weeks.

There's nothing sensational about this story. It is just a simple statement by a prominent manufacturer that a pinion made of Sivyer Steel is running after a year of hard service and is still in good shape, whereas previously pinions of the same size would last from two weeks to three months.

The company's mailing list is made up of about 2,000 names of steel users, assembled from the reports of salesmen's calls or correspondence direct with the firms listed. There are from one to three names listed with each firm represented.

"HOW TO" literature assumes many forms. The food manufacturer, by his recipe book, shows the good housewife how to make many dainties with the use of his product. The manufacturer of Portland cement says little in his treatise about Portland cement but a great deal about how the farmer can use it with idle sand and stone to make the most enduring improvements. The manufacturer of wallboard in a practical book tells the contractor and the building material dealer how to add to their activities and consequently to their sales. The Bradley Knitting Company made a conspicuous success, in a campaign on bathing suits, by printing and distributing a large edition of a booklet on "How to Swim."

The campaign of the Draper-Maynard Company, of Plymouth, New Hampshire, now comes to attention. This concern has published an interesting series of little books some of which give the rules of hand ball, lawn tennis and indoor baseball, and others of which carry these alluring titles: "How to Pitch," "How to Play the Infield," "How to Play the Backfield," "How to Play Basketball," "How to Play the Line," etc. Distinguished authors add to the interest of these little books. Dave Bancroft, for example, is author of the booklet, "How to Play the Infield," and "Jess Hawley, head coach of the Dartmouth football

team, is author of "How to Play the Line." Several of the little books are shown in Exhibit 8.

The advertiser was asked what his experience had been with the literature bearing these attractive titles. His reply follows:

We started out with the usual catalog proposition a few years ago. To a certain extent this was successful but needed some kind of backing. There were no rules for the different games to be played which did not have to be bought by boys. Those were the days when ten cents was as big as a dollar is today, and we were flooded with letters asking how to lay out volley ball courts, tennis courts, and how to play all of the dozens of games which young America is interested in. We started out with baseball rules alone, and the demand for them exceeded our expectations. We almost immediately had to add rules for other sports, and incidentally have saved writing a great many letters answering questions which were answered in the rule books.

We added to these rules the "How to Pitch" folder, which has now had duplicate runs for several years and is going just as strong as ever. To this we added the other booklets relative to baseball, football, basketball, etc., all of which are going strong.

The advertiser adds that results have been apparent enough for the company to go ahead with this type of campaign much more strongly in 1926. One potent reason for creating so many of the small folders and booklets is that a large percentage of catalog inquiries come from towns and other districts that are so small that there is no sporting goods dealer.

IN getting names on which you expect to do a fair amount of work, try to get "prospects" rather than "suspects." That is, ask retailers or your customers to go by some standard or rule rather than casually to compile a list of names. You might ask for names of people who have just built new homes, for industrial buyers who buy in carload lots, for concerns that have a score or more of employees, and so on. It all depends, of course, on what you are selling. General lists have their place, but some qualification or condition may multiply the value of your names. It obviously will do little good for a manufacturer of baby carriages to solicit bachelors, maiden ladies and the parents whose children are all playing golf or running around in their gasoline chariots.

It's not "how
many colors"
but "how
they are used"
that counts

Color

THE UNITED STATES PRINTING & LITHOGRAPH CO.
CINCINNATI BROOKLYN BALTIMORE
BRANCH OFFICES IN PRINCIPAL CITIES

CEREALS, canned goods, teas, coffees, spices and many other food products found on grocers' shelves, reveal the marked advance that has been made in modern methods of packaging and labeling. Color is the medium that makes a label attractive, but it is the creative genius of the artist and the skill of the lithographer that make one label stand out from a background of less colorful packages.

The United States Printing and Lithograph Company has devoted many years to the production and improvement of labels. Many of the best known and most widely advertised food products bear labels lithographed by Color Printing Headquarters. And coincident with the manufacture of the labels and packages, we have designed and produced window cut-outs and counter displays, store cards, streamers and posters, as well as sales literature for the same products to stimulate sales.

In addition to the creating of color work of every variety, we maintain a Trade-mark Bureau that is ever at the service of our patrons. This bureau coins names and devises trade-marks that are unique and capable of registration. This bureau also has on file 805,600 trade-names and trade-marks for reference purposes—the largest collection in the world.

We shall be glad to discuss any color printing, of any character, that you may need. Our representatives are always available and one will call on you if you so desire. Just write us a letter outlining your requirements and you will hear from us promptly.

THE UNITED STATES PRINTING AND LITHOGRAPH CO.

Color Printing Headquarters

CINCINNATI
15 Beech Street

BROOKLYN
95 North 3rd Street

BALTIMORE
25 Covington Street

Offices in Principal Cities

How the A. A. C. of W. Works With Government Departments

Latest Census of Radio on Farms Completed; List of Farm Cooperative Organizations Now Available; "Metered-Mail" Refused as Trade Mark

Special Washington Correspondence

JUST so rapidly as the average national trade association hears of the "cooperation" that the Associated Advertising Clubs of the World have managed to secure from the national government, there springs a bursting ambition to fare likewise. As a matter of fact, not all the informative service for members that the A. A. C. of W. are rendering through their Washington office, is the result of any fancied favoritism. A considerable share of the "intelligence" operations are such as are within the reach of any commercial body that has a staff representative stationed at Washington, with an ear constantly to the ground and an infinite capacity for what the newspaper men know as "leg work."

Where, in the governmental contact, the Associated Advertising Clubs plainly have the bulge on less energetic and less favorably positioned organizations, is in its relationship to the Department of Commerce. The advertising consolidation has an office, rent free, in the Commerce Building. And this office is presided over by a former official of the department. From the very nature of things, the A. A. C. of W. are bound to obtain with utmost promptness tips on developments throughout the world that most intimately concern their specific interests.

All the same, there is a reason for what might almost be termed the semi-official status of the A. A. C. of W. at Commerce headquarters. And the very nature of this reason makes it unlikely that any other class organization will be taken into the family in the same way. The hub of the matter is that the advertising club organization has been enabled actually to cooperate with Uncle Sam in a way that it is given to but few

organizations. The recently completed World Index of Advertising Mediums is a monument to this practical team-work. The federal organizations gathered the facts, through United States representatives stationed in every country. But the A. A. C. of W. took the undigested data to its offices in New York and whipped it into the serviceable shape in which it is now to be found (for free consultation by all comers) at the various district offices of the U. S. Bureau of Foreign and Domestic Commerce located in leading cities.

It was, in a sense, by way of giving recognition to what the A. A. C. of W. has done that Secretary Hoover went to the Houston convention and that a special "Advertising Number" of commerce reports was issued on that occasion. It is not given, however, to many trade associations to work hand in hand with Uncle Sam to this extent. A number of the national bodies—some 55 all told—are lending willing hands as opportunities offer. For instance, there are the national retail organizations that have gone out of their way to give circulation to the questionnaires on the "returned goods" evil put out by the Division of Domestic Commerce. But no trade group should raise the cry of "pet" against the Associated Advertising Clubs without examining the record of this body as a model cooperator.

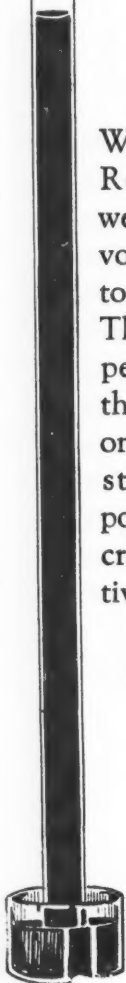
The international conference to revise the Convention for the Protection of Industrial Property which is to convene at The Hague in October, will take up for the first time, in terms of international accord, an abuse that irritates many sales managers. The issue that is thus given added dignity is the affixing to products, merchandise, etc., of deceptive notices of

industrial rewards, false statements concerning raw material, etc. Regulatory agencies of the government have, on occasion, made efforts to prevent deception in the use of personal testimonials, but almost nothing has been done to curb misrepresentation with respect to awards of diplomas of merit, exposition medals, etc.

With the fixing of the date for the public hearings by the Ways and Means Committee of the House of Representatives, which are to precede the coming session of Congress, it is revealed that not all the special sales taxes will be in the same boat when it comes to tax reduction. For example, one line of argument which will be pressed at these hearings is to the effect that because motorists are taxed to death anyway, there should be complete abolishment of the sales tax on automobiles, etc., even if some of the other "nuisance" taxes, such as the tax on jewelry, the levy on club dues, and kindred discriminatory imposts, are allowed to stand wholly or in part.

Secretary of Agriculture Jardine having finally pried loose the recalcitrant bureau chief who, for so long a time, stubbornly refused to resign, will now proceed to reorganize the Bureau of Agricultural Economics. Of all the subdivisions of Uncle Sam's farm promotional institution, this comes closest to the interests of sales executives, partly because it incorporates what was once the Bureau of Marketing, with all its studies of wholesale and retail distribution, inquiries into the effect of brand advertising upon demand, etc. Also, because it is the connecting link between the government and the various forms of farmers' cooperative marketing

A dependable barometer



Watch the Federal Reserve System's weekly reports on the volume of bank debits to individual account. They comprise unimpeachable evidence that New Orleans is one of America's outstanding cities in point of steadily increasing business activity.

*Put New Orleans
on that List!*

The Times-Picayune
FIRST FOR THE SOUTH

Representatives: Cone, Hunton & Woodman, Inc., New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta; R. J. Bidwell Co., San Francisco and Los Angeles.

enterprises which inevitably bring cooperative buying in the train of cooperative selling.

Mention of cooperation brings to mind the fact that not all sales executives seem to realize that the Department of Agriculture is the one best means of cultivating contact with what is rapidly developing into a remarkable and distinctive market. A period of rapid development in cooperation began, it may be recalled, about 1920 and, sensing its importance, the department took steps to keep its records and reference data abreast of the progress. Information has now been collected and tabulated regarding more than 10,500 farmers' cooperative organizations. This collection of information forms a source library on cooperation in the United States which is available to marketing executives.

Uncle Sam has recently tried a new stunt in reckoning "purchasing inclination." Or to be more exact, it may be said that George H. Priest, Jr., a federal specialist on marketing problems, has found a new way to set one class of statistics against another class of figures. Sales managers in appropriate lines have repeatedly used, as barometers, the statistics of savings deposits and of passenger automobiles. It has remained for Special Agent Priest to attempt to strike a balance between these two somewhat contradictory indicators. He declares that savings deposits represent reserve purchasing power and the funds which will in most instances be drawn upon to make purchases of unusual size or character, as for example, costly house furnishings. The figures indicative of automobile ownership represent, on the other hand, an index of "purchasing inclination" and the desire to "keep up with the procession." When these two currents are pictured on the same statistical chart very significant facts are revealed, particularly if the study is made by districts or sales territories. For example, Mr. Priest finds that the relative play of "purchasing inclination" is strongly evidenced in a comparison of the ratios of automobiles and savings deposits in the New England and Pacific sections. With a total population 35 per cent greater, New England has

approximately 45 per cent fewer automobiles, and savings bank deposits 100 per cent greater than the Pacific section.

Not only marketers of radio apparatus and accessories but also interests that undertake to carry sales messages to the public through the air are likely to scan the tabulation lately completed showing, by states, the number of farms equipped with radio. The Department of Agriculture finds, by a special census just completed, that there are today 550,000 farms outfitted with radio sets as against 365,000 farms so equipped in 1924 and 145,000 in 1923. The corn belt states lead in radio installations, with Illinois at the top of the list. Backwardness of the southern states on this score is explained by natural conditions which hamper clear broadcasting and reception.

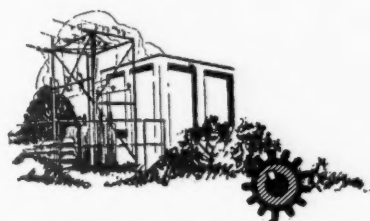
The latest cult at the Department of Commerce is that what is known as the "quantity factor" must be considered along with the index number in calculating the market possibilities for any given product. The "quantity factor" is obtained by making a composite picture of population distribution (rural and urban); ownership of homes; number of families in the community; number of personal income-tax returns; value of products, etc. The experts at the Department of Commerce contend that the quantity factor indicates not only the relative potential consumption of the various states for which the factor is severally determined, but also the distribution a manufacturer might expect to obtain, provided he exercised an equal amount of advertising and sales effort and met the same degree of competition throughout the country. Absolutely uniform sales resistance will not, of course, be encountered in the case of any product, since special influences will complicate local competition. But the Washington opinion is that the national distributor, who seeks to increase his sales and the regional or local manufacturer who wishes to expand his territory, may derive benefit from a study of the quantity factor attuned to the index number. To be sure, the quantity factor represents

possibilities and not sales, but with this form of calculation, a manufacturer who is entering a new territory and who is called upon to do a certain amount of missionary work, may gain a fairly definite idea of the amount of business which may be reasonably expected and can govern his expenditures accordingly, thereby keeping within bounds the ratio of selling expense to sales.

By making repeated "examples" of over-zealous branders, Uncle Sam has hammered home the hard lesson that a manufacturer or marketer cannot register as a trade-mark any word or combination of words descriptive of an article of commerce or of the quality of such article. Now comes a supplementary lesson to the effect that no more is it permissible to obtain a monopoly in a term that describes the function of service of the branded commodity. This is the essence of the denial of the plea of the Pitney-Bowes Postage Meter Company for a trade-mark title to the phrase, "Metered Mail." The Appeals Court at Washington says the concern has a right to adopt and register a trade-mark under which to sell its machine, regardless of the fact that a patent has been obtained on it, but has no right to take exclusive possession of words that aptly describe a class of mail rendered "metered" by the stamping, face-canceling and post marking of the machine and therefore open to designation in the same way that "special delivery mail" and "registered mail" are indicated.

Foreign trade associations are beginning to take notice of the Yankee movement for simplified practice in industry, aimed at the reduction of unnecessary variety. This is heartening for American manufacturers as indicating that the time may come when standardization in manufacture may no longer be fraught with danger in the export field. During the past year the Division of Simplified Practice has carried on considerable correspondence to satisfy the curiosity of foreign trade associations and has been visited by representatives of industries in Norway, Sweden, Great Britain, Germany and Czechoslovakia.

INDUSTRIAL ADVERTISING EXCLUSIVELY



Do you Get the *Profitable* Industrial Business?

MANY a manufacturer selling direct to industry has filled his plant with orders—but not with profit. He hasn't been able to land the *profitable* business in industry—he has sold his product on a slim basis to close buyers. With his plant running to capacity, he makes only a meager margin.

More intelligent sales effort and well directed advertising in the industrial field will succeed where cut-throat price competition will fail.

Our years of experience in helping manufacturers sell direct to industry has shown us how to help them land the *profitable* business. We have learned the short-cuts to direct sales—we have learned where to advertise in the industrial field and where not to advertise. That means that our clients' advertising dollars are spent where they bring back the results.

More than an advertising agency—we are specialists in advertising to industry. We handle nothing but industrial accounts. That means an accumulation of experience that only years of such specialization can duplicate.

A little booklet, "the advertising engineer," tells an interesting story. We'll gladly send you a copy—and maybe you'll want to get better acquainted.

RUSSELL T. GRAY, Inc.

**ADVERTISING
ENGINEERS**

People's Life Building, Chicago

Telephone
Central 7750



INDUSTRIAL ADVERTISING EXCLUSIVELY

Another Profitable Business that Knows the Value of Electric Tabulating and Accounting Machines

(HOLLERITH PATENTS)



The work of the compact and fast-moving Statistical Department of Valentine & Company, 460 Fourth Ave., New York City, is carried on by means of Electric Tabulating and Accounting Machines.

VALENTINE & COMPANY'S four main factories and other subsidiaries produce each month a great volume of separately classified sales units of varying color, weight, size and content.

Yet their Statistical Department is so smooth-running, so adequate to its great daily responsibility that it easily takes care of Stock Records, Shipment Records, Dealer Records, Consumer Reports, Territorial Records, Salesman's Commissions, and thorough Sales Analysis of the six main sales divisions of this tremendous business. Without Electric Tabulating and Accounting Machines a large staff of statistical clerks would barely be able to make a beginning with the clearing of this figure load. The monthly stock analysis, essential to the business, would be almost impossible.

Electric Tabulating and Accounting Machines have established an amazing speed and accuracy in the statistical work of this company. They have made a like contribution to the greatest and most complex businesses and industries. They can be as profitably applied to the smaller business as the great.



For further information use the coupon

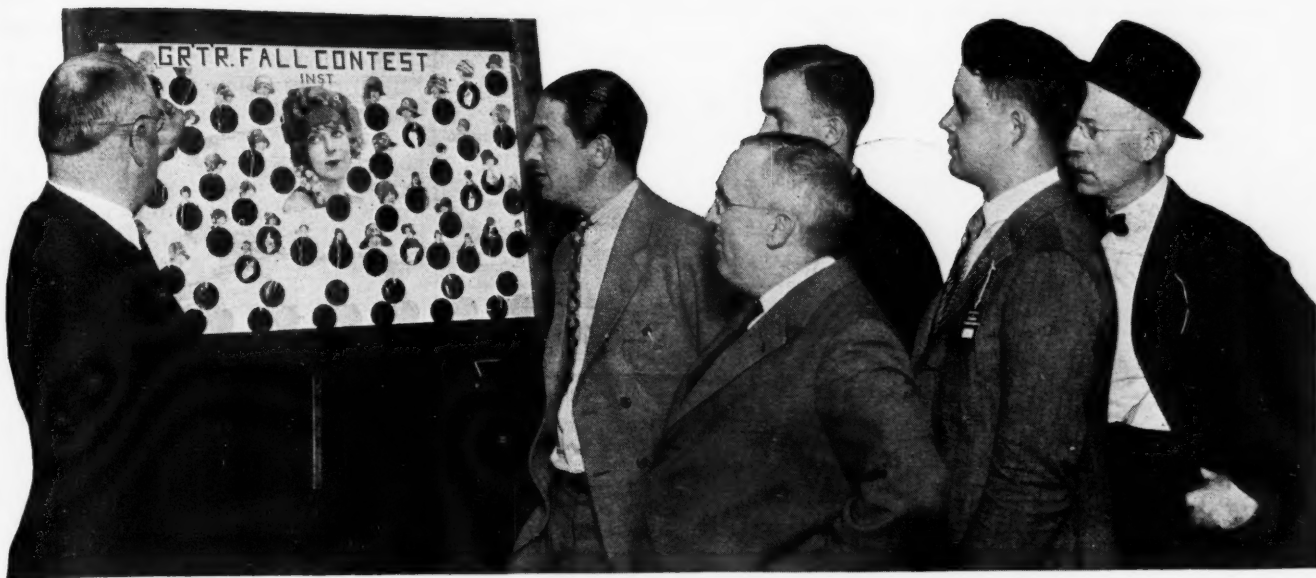
International Business Machines Corporation
The Tabulating Machine Company Division
50 Broad Street, New York, N. Y.

Gentlemen:—Kindly supply us with detailed information regarding Electric Tabulating and Accounting Machines.

Name _____

Kind of Business _____

Address _____ SM-10-3-25



At the end of each day's work the salesmen gather in the company offices to receive their prizes, provided, of course, they have earned them. To add mystery and interest the salesman must draw his prize sight unseen by selecting the name of a pretty girl whose picture is on the board.

When the Top Notchers Run Away With All the Contest Prizes

How John Sexton & Company Devised a Plan to Hold Interest of the Salesmen Up to the Last Day of the Contest

By S. J. Sexton

Sales Manager, John Sexton & Company, Chicago

REALIZING that a sales contest must give every member of the organization an equal chance to win, arouse enthusiasm and competitive spirit, and furnish an urge to greater effort, we planned our present contest along the lines most likely to arouse the interest and enthusiasm of the men from the start and keep them at a high pitch throughout the period of the contest.

Our experience with salesmen's contests has taught us that the average salesman does not grasp a complicated system of arriving at his standing from day to day. He does not want to figure out the number of points in this sale or that, and shortly after the contest gets under way, he will lose interest unless the most simple plan of getting his standing is outlined. We have had to discard the point system for that reason, and have striven for a way to give him his standing at a glance, so that he

will have nothing to dampen his enthusiasm and zeal to win.

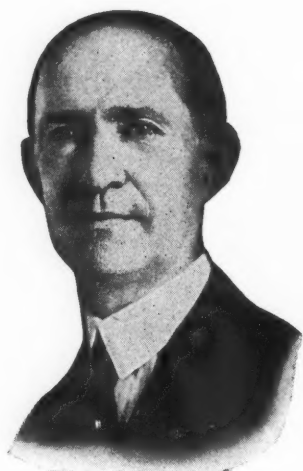
Recalling a contest which we put on some time ago in which, through the point system, the salesman lost so much enthusiasm that at the end not one knew his standing, we decided that unless we could devise a plan that would do away with complicated "systems" the enthusiasm of the staff would again dry up as it had before, and the regular leaders of the organization would fall heir to the contest prizes, as they have in all other events of that kind.

Our first thought was to make it possible for every man to win a capital award, and we divided our city sales force into two groups of thirty men. Each group was again divided into three classes—A, B and C—the A men being the ten biggest producers, the B men being more than average producers, and the C men, being the average producers, of each group. There being only ten men in a class, the

psychology of this system was that a big producer would feel that he could easily win out in his class, since he had but nine competitors, and the average salesman knew he didn't have to shoot at the records of the big fellows, but could certainly have a chance to win over the nine others in his class, who were little, if any, better salesmen than himself.

A quota based upon average earnings was established for each man, and the winners were determined by the amount they had sold over their quota, awards being made daily, weekly, and monthly. The daily awards are awarded each evening, the weekly awards on Saturday of each week, and the monthly awards as soon as monthly winners are determined.

Capital awards for first, second and third places are distributed to the weekly and monthly winners, the weekly awards being \$25, \$15 and \$10, and the monthly awards being \$100, \$80 and \$60. Since



The Way To Better Selling

The most adroit salesmanship — whether verbal or printed — infers that the consumer needs something. The need becomes a want which is satisfied only by a purchase.

For lack of a better term we call this "Interential Selling." It helps the consumer to buy what we want him to possess and enjoy.

We know the consumer better than we know anything else. We have studied his whims, habits and buying moods for twenty years. We know how to help him to buy your merchandise.

We are serving twenty advertisers whose combined sales are more than 300 million dollars. Some of them are located more than a thousand miles from our office.

The distance between their office and ours has never prevented us from giving them the kind of service and co-operation they demand and expect.

Our little book on "Interential Selling" tells you something about this good idea in action. We will be glad to mail a complimentary copy to any sales manager.

Simpson Advertising Company

Roy B. Simpson, President
St. Louis, Mo.

these capital awards are distributed to each class, every man in the organization has a fair opportunity to gain one of them.

The daily contest is based upon slightly different lines, and every man whose total orders exceed his daily quota is a contest winner. If he fails to make his quota for the day, he is, of course, out of the contest for that day. Every man does win at least three or four of the daily awards, for he lines up enough sales for a given day in the week to assure him of a fair amount over the quota. He knows at all times where he stands, knows exactly the amount his sales must total to place him in the contest, and he knows, too, that he will receive at least four dollars if he is above his quota.

Awards Made Daily

This contest is confined to our city staff only, however, since the traveling men would be unable to get in from their territory every evening. But our city men are required to report and turn in their orders for the day's sales every night, and while they are in the office, the daily distribution of contest awards is made.

A novel feature of this contest is the manner in which the daily awards are distributed. Two boards, one for each major group, have been made up, and on each of these boards, the heads of thirty pretty girls, in colors, which have been clipped from the colored advertising pages of various magazines and mail order catalogs, have been pasted. A large girl's head, which had appeared on the cover of a photoplay magazine, is placed in the center of the board to balance it and add to its attractiveness. Under each girl's head a red seal is pasted, bearing the names of Hazel, Lily, Susan, Edith, Mary, Glory, and so on, a different name appearing under each head. There is a wide selection of types and blondes and brunettes. Under the seal is a slip of paper attached to a string.

When the winners are determined, the highest man steps to the board first, and is told to pull a string attached to one of the slips, which entitles him to a prize of from \$4 to \$15. He must choose

the name of the girl without knowing under which seal the \$15 award is placed, and he usually selects the name of his wife, sister, sweetheart, or some girl in the office, who he feels will bring him "luck."

The entire sales organization gathers around this board every night, and all advise the winners which one to select. One fellow recently picked the name of his mother-in-law, under which a \$4 award was placed. It being the lowest award distributed, he blamed her for it, saying she never did make him lucky.

The spirit and enthusiasm aroused by this contest and the keen interest the men take in it have made it the most successful of any we have ever tried. The salesmen throw their hearts and souls into it. Each is on his toes every minute eager to win. And from a standpoint of increased business, it is the best contest we have ever used.

Equal Chances for All

The smallest producer we have, the newest salesman on the force, has an equal chance and realizing it, goes out full of determination to get bigger daily sales. The results from a profit standpoint are equally satisfactory, for while the number and size of the cash awards may appear high, the increase in profitable business more than justifies giving them.

We have found that since the contest started a month ago, more new accounts have been added to our books than have been added in the previous three months, and every day sees a greater increase in sales, with most of the salesmen running far ahead of their quota. And their enthusiasm keeps mounting daily. There has been no sign of a let-down. They make every call in the territory assigned to them, and work harder to get new accounts.

The men also derive considerable entertainment from this contest and enjoy the fun of picking their own award, and seem to think a great deal more of it than if it were handed to them. They regard it as a great contest and the friendly competition developed through the plan keeps the men on their toes at all times.

Free To Executives:

A beautiful sample Autopoint Pencil

See coupon below



These big Firms use Autopoint to build business

Find out our attractive new offer to build your business.

Executives: Mail coupon now!



THERE is a new way to build sales, to hold old customers, that many of our biggest banks, leading manufacturers, industries and business firms are using today. Here are a few: Standard Oil Company, Westinghouse Electric Company, Chatham & Phenix Bank (New York); Illinois Central Railroad, Simonds Saw & Steel Company, and many others.

This new way is a form of advertising which reaches the man you want to reach when it is most to your advantage. It is a constant reminder of the good will between your firms. It is invaluable as a sales-maker.

This new way is the Autopoint Pencil, the amazing new pencil that has, overnight, won a place for itself in the business of America. Autopoints are nationally advertised, and the millions of them in use are the finest testimony of their high quality, their willing, constant, satisfactory service.

Now we offer to business executives seeking new ways to build sales, an attractive proposition applied to their own business. And a handsome sample of Autopoint for their own use. Take advantage of this offer—mail the coupon today.

Made of Bakelite, its handsome finish cannot be burned, dented or marred. Our exclusive construction makes it ready to write, anytime. It cannot jam or get out of whack as other pencils do. It is easy to load. There is nothing to go wrong with it. It is the simplest pencil made. We unqualifiedly guarantee it.

Autopoints come in a wide variety of styles and models to suit any purpose. And with any thickness or degree of hardness or softness of lead you wish, in all colors. Today, mail the coupon for your sample. This offer is made only to executives of businesses.

Coupon brings handsome sample, full particulars of prices, models and styles, stamping, etc.

Do not delay, to do so may be costly. Act now.



Autopoint
"The Better Pencil"

AUTOPOINT COMPANY
4619 Ravenswood Avenue, Chicago

AUTOPOINT COMPANY

4619 Ravenswood Ave., Chicago, Ill.

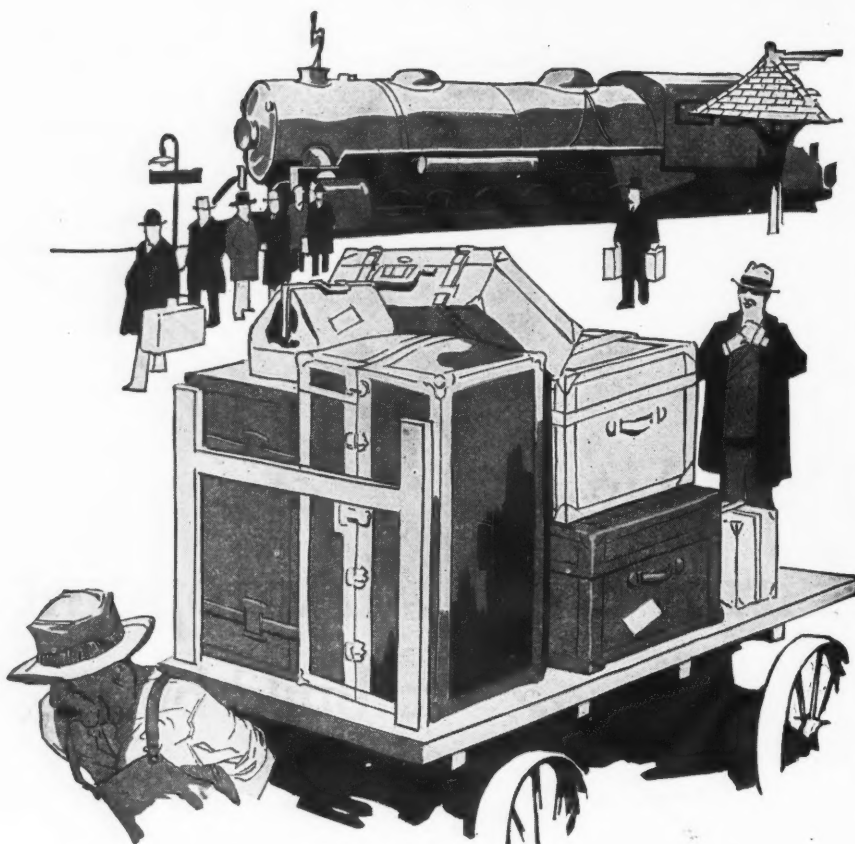
Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping and full information. I attach business card or letterhead.

Name

Position

Company

Address



Make it a safe Investment

YOUR salesmen's samples represent a vitally important investment. Insure them against loss or destruction on the road.

North America Commercial Travelers' Insurance covers the samples of one salesman or of the entire force.

Ask your Insurance Agent or mail the attached coupon for full particulars on this low-cost protection.

Insurance Company of North America

PHILADELPHIA

Founded
1792



Pin this coupon to your letterhead

"The Oldest American Fire and Marine Insurance Company"

Insurance Company of North America
Third and Walnut Streets
Philadelphia, Pa., Dept. X103

Name

Street

City State

Wants information on Commercial Travelers' Baggage Insurance

Announcing a New Editorial Feature

(Continued from page 413)

practice. The government's attitude towards specific trade practices cannot be ascertained with any certainty from the reports of court decisions, for these are concerned with what the government's attitude on the subject was a number of years ago.

Even to a less degree can the Federal Trade Commission's attitude be judged from its published decisions, for the Trade Commission does not ordinarily publish any "opinions" at all. The government's actual interpretation of the law can be ascertained only from the briefs and pleadings filed by the government in cases while they were in progress; from the records of testimony in such cases; and from references to such cases in the annual reports and other communications issued by the Department of Justice and the Federal Trade Commission. These are documents which the general legal practitioner does not possess, and which for the most part can only be obtained by collecting them year by year, from the individual parties involved.

Mr. Montague's articles are based in large part upon his collection of such material that has been fifteen years or more in the making. During the same period, furthermore, he has been in almost constant contact with the government authorities in a wide variety of anti-trust proceedings, and is thoroughly familiar with their point of view and habits of thought. That is an equipment that would not be easy to duplicate, and readers can accept the author's conclusions with the assurance that they are based upon something more than the ability to pick a court decision to pieces, or to dig citations out of a digest.

A course in public speaking will be conducted by the Educational Committee of the Sales Managers' Bureau of the Chamber of Commerce, in St. Louis. The course will begin about the middle of October, and will be under the direction of Harry T. Bussmann, president, the Bussmann Manufacturing Company.

Dramatized Ideas Feature Convention

Burroughs all star salesmen and agency managers from all United States and Canadian agencies, as well as special representatives from China, Mexico, Brazil and other South American countries, gathered in Detroit in September for the Burroughs Adding Machine Company's 1925 convention.

The first two days of the convention were given over to business meetings and instructive demonstrations. In those demonstrations, Burroughs officials followed an established policy of presenting ideas in dramatized form. It is much easier to get a message across to the men in the field in this manner than by straight speeches or lectures, and it is far more effective, Burroughs officials believe.

But in its dramatizations this year, Burroughs sounded a new note. This was done by means of the farce. In this way, salesmen and managers were shown how not to do things, and they were shown this so effectively that it made the wrong way seem ridiculous.

The third day of the convention was devoted strictly to having a good time. This year the annual outing was held at the Detroit Masonic Country Club. Events included golf tournament and a tug of war, followed by a dinner in the evening. Managers for candidates for the presidency of the All-Star Club gave their final campaign speeches, and the election was held. J. R. Robertson, of Cincinnati, was elected president; F. E. Hobson, Sacramento, first vice president; and Dick Maher, Detroit, second vice president.

The final day was devoted to business sessions, a presentation of "Fighting Through," a playlet in three acts, depicting early Burroughs history, and a banquet in the evening at which more than 600 Burroughs men and women were served.

One feature of the convention was the publishing of a daily issue of the "Burroughs Bulletin." It was handled very much like a morning newspaper, and copies were delivered to the hotel rooms of all conventioners every morning before breakfast.

October Meetings and Conventions

International Congress Business Press, October 1-4, Paris.

Advertising Club Officers Conference, October 2-5, Indianapolis.

National Advertising Commission, October 5-6, St. Louis.

Window Display Advertising Association, October 6-8, Chicago.

American Association of Advertising Agencies, October 7-8, New York.

Associated Business Papers, Inc., October 13-15, Chicago.

Financial Advertisers Association, October 14-16, Columbus.

Audit Bureau of Circulations, October 15-16, Chicago.

Agricultural Publishers to Meet October 15

Farm paper publishers from all parts of the United States will gather in Chicago, October 15, for the annual meeting of the Agricultural Publishers' Association.

Victor Hayden, executive secretary of the association, commented on the cheerful attitude of the publishers in the farm paper field. "Every business man today knows that the farmer is prosperous," he said, "but what some perhaps do not realize is the fact that this is the fourth successive year of an increasing farm income. Farm cash income this year is nearly three billion dollars higher than it was in 1922. The buying power of the farm dollar has increased 25 per cent over last year, so that with more money in his possession than he has had for nearly a half decade and a greater buying power, the farmer, in the language of the street, is 'sitting pretty.'"

Net earning of the Real Silk Hosiery Mills, Inc., after all charges, except federal taxes, have been deducted, were recently made public. For the twelve months ending June 30, 1922, earnings were \$739,823.74; for a similar period ended June 30, 1923, \$827,458.26; for twelve months ended September 30, 1924, \$1,575,063.82. Figures for the twelve months ending September 30, 1925, have been partly estimated as \$2,000,000.

United Cigar to Sell Women's Apparel

The United Cigar Company has entered the women's apparel field with the opening of an experimental shop in New York City for the sale of hosiery. If that shop proves successful, fifty similar shops will be opened in New York City and the venture will be extended on a country-wide basis, according to an announcement made by A. C. Allen, vice president of the company.

The present shop deals mainly in women's hosiery. However, it is understood that if the venture proves successful, the line will include women's underwear and men's haberdashery.

The new company, known as the Big Value Sales Company, is under the direction of L. R. Weinstein as president. The other officials, all of whom are connected with the United Cigar Stores Company, are C. W. Rattray, vice president, and Axel Staal, secretary-treasurer.

New York Advertising Club Offers Ad Course

An advertising and selling course consisting of thirty-eight lectures by well-known advertising men and women, will be offered by the Advertising Club of New York beginning October 6 and extending through March 2, 1926.

Among the subjects to be discussed and the men who will deliver lectures, are the following: "How to Appraise Copy," G. Lynn Sumner; "Copy with the Feminine Appeal," Irene Doneth; "How to Get Distribution," Brinton Carriagan; "Newspapers and How to Advertise in Them," Dr. J. W. Watson; "Business Papers" and How to Advertise in Them," M. L. Wilson; "Finding New Markets for an Established Product," D. P. Woolley; "How to Market a New Product," Lee Bristol; "Export Advertising," G. Allen Reeder; "Direct Mail," John Howie Wright; "Window Displays and How to Get Them Used," Carl Percy, and "How to Use What You Have Learned," C. K. Woodbridge.



EDITORIAL COMMENT



Installment Selling Five Years From Now

The paint and varnish manufacturers' "Save the Surface Committee" has decided that the matter of installment selling is a problem for the individual rather than for the association, and the organized promotive machinery of that committee will be used for other purposes hereafter. This is good news. As Sales Management has pointed out several times, there is nothing morally wrong about installment selling. In certain instances it should be encouraged. But certainly the wave of installment selling now sweeping the country can do only harm, and it is significant that one organization which has been active in spreading the installment propaganda has decided to stop.

The Save the Surface Committee, by its action, puts it squarely up to each manufacturer whether to sell on the installment plan or not, and whether to feature installment selling in his advertising. Those who sell through the dealer will steer clear of installment selling, for it is obvious that paying for painting and decorating on the installment plan plays into the hands of the painting contractor. Those who do the bulk of their business with the contractor, will naturally continue to advertise the installment plan. This same consideration will enter into the decision of others, outside of the paint and varnish fields, in reaching a decision this year as to what their policy shall be for 1926. But there is still a more important phase of the problem to be considered.

We concede that installment selling is a wonderful sales stimulant. It is being used by sales managers in many walks who see in it the answer to the directors' demands for more and more sales. But what of the future? What about ten years from now? What about five years from now, if the present rate of growth of goods sold on long credit continues? One authority estimates the money already owing for installment purchases to be in excess of four billion dollars. Probably this is high. Certainly it is not a staggering figure when spread over 20,000,000 families. But what concerns us is the growth of the practice. It seems reasonable to us that five years from now a manufacturer who has kept banging away at the quality and service theme in his advertising, will have a great deal more to show for his expenditure than the advertiser who has spent money to exploit the advantages of buying something to be paid for out of the public's future earnings.

The Problem of the Old Salesman

We all have great respect for the salesman who has grown gray in sales work. Usually he is a man of fine character and lovable qualities. Yet this settled-down, professional type of salesman is one of our great liabilities. He has a weakness for chatting with customers and other salesmen. His idea of selling is to reduce it as much as possible to a friendship basis. His customers all like him, feel sorry for him, and give him orders. In this way he is able to get enough business to make a showing on the books.

But as a rule these "old timers" are set in the ways which they found effective when selling was a pioneering rather than a competitive problem. They are not receptive to new ideas. They cling to their old "trade," with the inevitable result that it gradually shrinks as old customers fail or sell out. While seemingly he is a profitable investment the old salesman is in reality monopolizing a territory which a younger and more aggressive salesman would make produce much more than the "old timer" is getting out of it.

What to do with these veterans is a delicate and bothersome problem that comes up perennially when the records of the sales department are scanned. Years of loyal service preclude dropping them in cold blood from the payroll. Such a course would ruin the morale of the entire organization, aside from the sentimental objection. Yet something must be done, for the problem becomes more acute as the years go on, and since eventually summary action must be taken, the sooner it is taken the better for both the salesman and house. One practical solution for the problem is to set them up in business for themselves as dealers or agents. Their knowledge of the line, and of merchandising, should fit them for the work. While they are establishing themselves some assistance and cooperation will have to be extended, but after they have turned the corner they can take care of themselves. An alternate suggestion is to pension them off, after the British plan. The number of American corporations who are resorting to pensions is growing as American business ages. Much is to be said in favor of the plan. It at once makes for a lower turn-over during the period of greatest service, and it prevents an organization from becoming manned by men who have developed a super-safe state of mind that spells dry-rot in a competitive era such as we are now entering. One or the other of these methods should be adopted. There never will be a better time to do it than January 1, 1926.

Catholic Institutions Constitute a "Scattered City" Large as Pittsburgh: Untouched by Ordinary Advertising Appeal

THE advertiser has only one door into the Catholic Institutions. That door is the Catholic press, and in particular **EXTENSION MAGAZINE**. Every Catholic Institution is vitally interested in the work of **EXTENSION**. Consequently **EXTENSION MAGAZINE** is held in the highest esteem by every Catholic Institution in the country.

There are 3,316 large Catholic Institutions in the United States. Each institution purchases for an average of 200 persons; therefore, 3,316 institutions purchase for 663,200 persons all the year 'round. These figures were deduced from the replies to a recent questionnaire.

The population of the Catholic Institutions of the United States more than equals the population of Pittsburgh, Pa., the ninth largest city in the country. **EXTENSION MAGAZINE** offers the only effective door to this tremendous "scattered city" which is neglected by many of the large advertisers.

The enormous buying power of the Catholic Institutions is shown by the following figures, compiled by a firm of certified public accountants from replies to a questionnaire.

Average amount expended per institution per annum . . . \$41,366.97

Average amount expended for food per year per institution 15,539.54

Out of 398 institutions which replied to our questionnaire (12% of the total) 198 contemplate new buildings at a cost of \$47,726,200.00.

These 3,316 Catholic Institutions will spend more than 137 million dollars during the next twelve months for supplies and maintenance.

And remember please, that this institutional influence is a plus service in addition to over 323,000 well-to-do Catholic subscribers, who demand products-by-name, and purchase in sizeable quantities.

Extension Magazine

The World's Greatest Catholic Monthly
Member of the Audit Bureau of Circulations

Robert P. O'Brien
Director of Advertising

General Offices:
180 North Wabash Avenue,
Chicago, Illinois.

Eastern Advertising Representatives
Lee & Williamson
171 Madison Ave., New York

Pacific Coast Representatives
V. M. Deputy & Associates
515 F. W. Braun Bldg.,
Pico at Main Street,
Los Angeles, Calif.

Some Laymen Comment on Advertising

(Continued from page 419)

This Book will be Sent Gratis

to interested executives within a radius of 250 miles of Chicago
To others the price is \$1.00

This book outlines a plan that has been recognized by leading authorities as a sane, sound idea; applying fundamental selling practices efficiently, logically and economically.

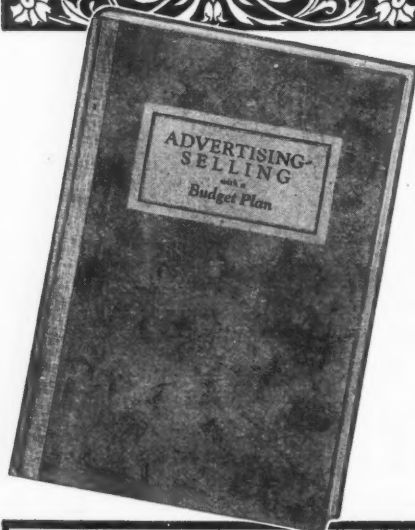
It also contains much valuable information on other subjects as:

Planning the Campaign
Determining Appropriation
Selecting the Medium
Compiling Mailing Lists
Putting the Plan into Action
Returns and Results
Dealer Advertising

and a complete outline of one of the best test plans ever devised.

EDITION LIMITED

Send for Your Copy To-day!



PIN TO YOUR LETTERHEAD AND MAIL TO

THE F W BOND COMPANY
7 South Dearborn Street, Chicago

Please reserve for me a copy of
"ADVERTISING-SELLING
with a Budget Plan"

Mark for the attention of

Title

Fashion Park clothes, Reo, Life Savers, Cream of Wheat, Tom Moore cigars, Keds, Kellogg's Bran, Quaker Oats, Ford and Blue Ribbon malt syrup.

An example of the accuracy with which the advertisements were remembered is this reply from C. Y. Early of Brownwood, Texas: "Question 1. Good Housekeeping recently had a page advertising Campbell's Soup. This page showed a can of Campbell's Soup, facsimile of the can—and piled around the can the different vegetables, showing the ingredients of Campbell's Soup, carrying with it this message: Campbell's Soup contains some of all the vegetables shown on this page; therefore, is nutritious." He appends to his reply: "The above from memory."

One Reads 'Em All

An interesting reply came from C. H. Waldmann of Mill Valley, California. He said: "I have only one magazine and that is Good Housekeeping. I read every ad and I could name them all. I sometimes look at other magazines and the ads are the only things I look at and enjoy them; they are very instructive and so nicely gotten up. As to folders, sent by mail, I read them all. Had Dodge Brothers and Star Motor Co."

John Carruthers, Durand, Michigan, through his advertising reading, has become converted to the Jordan automobile. In answering the questionnaire, he said: "I am very much interested in ads and enjoy reading them.

"The Jordan automobile ads appeal to me most—I am very much interested in automobiles and I like the style of ads they use. I get a 'kick' out of reading them and expect to own a Jordan some day. The guy that writes them sure uses the right word in the right place so that you are conscious of the thrill of a ride in a real car."

An unusual reply was received from H. C. Hunter of Milford, Utah. In commenting on the questionnaire, he said: "A man

will take out his watch, see what time it is and if you ask him thirty seconds afterward, he will take out his watch again to tell you the time. He was conscious of the time when he first looked but allowed it to pass from his memory.

"I can dimly recall many ads but I cannot give you the details. I am very much interested in the psychology of advertising and would be pleased to know your results."

Unless the prospect is immediately concerned or urgently in need of a certain product his interest in an advertisement is passive. The advertisement may cause a consciousness for the product which is later brought into play when the reader feels called on to buy. If the advertisement is seen, it undoubtedly makes some impression on the reader's memory and with repetition, that impression grows and eventually becomes desire.

The questionnaire can be said to have proved two points: First, that direct mail advertising, although a comparative "new-comer" in the national consumer appeal field, holds its own in reader interest in comparison with newspaper and magazine advertising. Second, that there was no intimation in any of the answers that the home is deluged with direct mail.

"I have read with considerable interest the article regarding chain stores and their demands for special prices, advertising allowances and other concessions.

"The Pepsodent Company has always maintained a very strict policy of adhering rigidly to the prices and terms as quoted on their price cards. No special advertising allowance, cooperative advertising, or other deals are permitted. It has taken courage and a great deal of effort to maintain this policy, but we feel that it is the only way we can be fair to everyone."—Harlow P. Roberts, advertising manager, The Pepsodent Company.

[illegible]

America's 81 Principal Markets

- | | |
|-------------------------|--------------------------|
| 1. Albany, N. Y. | 42. Newark, N. J. |
| 2. Atlanta, Ga. | 43. New Bedford, Mass. |
| 3. Baltimore, Md. | 44. New Haven, Conn. |
| 4. Birmingham, Ala. | 45. New Orleans, La. |
| 5. Boston, Mass. | 46. New York, N. Y. |
| 6. Bridgeport, Conn. | 47. Norfolk, Va. |
| 7. Brooklyn, N. Y. | 48. Oakland, Cal. |
| 8. Buffalo, N. Y. | 49. Oklahoma City, Okla. |
| 9. Canton, O. | 50. Omaha, Neb. |
| 10. Chicago, Ill. | 51. Paterson, N. J. |
| 11. Cincinnati, O. | 52. Peoria, Ill. |
| 12. Cleveland, O. | 53. Philadelphia, Pa. |
| 13. Columbus, O. | 54. Pittsburgh, Pa. |
| 14. Dallas, Tex. | 55. Portland, Ore. |
| 15. Dayton, O. | 56. Providence, R. I. |
| 16. Denver, Colo. | 57. Reading, Pa. |
| 17. Detroit, Mich. | 58. Richmond, Va. |
| 18. Duluth, Minn. | 59. Rochester, N. Y. |
| 19. El Paso, Tex. | 60. Salt Lake City, Utah |
| 20. Evansville, Ind. | 61. San Antonio, Tex. |
| 21. Fall River, Mass. | 62. San Francisco, Cal. |
| 22. Flint, Mich. | 63. Schenectady, N. Y. |
| 23. Fort Worth, Tex. | 64. Sherman, Tex. |
| 24. Grand Rapids, Mich. | 65. Seattle, Wash. |
| 25. Hartford, Conn. | 66. Spokane, Wash. |
| 26. Houston, Tex. | 67. Springfield, Mass. |
| 27. Indianapolis, Ind. | 68. St. Paul, Minn. |
| 28. Jacksonville, Fla. | 69. Syracuse, N. Y. |
| 29. Jersey City, N. J. | 70. Tacoma, Wash. |
| 30. Kansas City, Kan. | 71. Toledo, O. |
| 31. Kansas City, Mo. | 72. Trenton, N. J. |
| 32. Los Angeles, Cal. | 73. Troy, N. Y. |
| 33. Louisville, Ky. | 74. Tulsa, Okla. |
| 34. Lowell, Mass. | 75. Utica, N. Y. |
| 35. Lynn, Mass. | 76. Washington, D. C. |
| 36. Memphis, Tenn. | 77. St. Louis, Mo. |
| 37. Milwaukee, Wis. | 78. Wilmington, Del. |
| 38. Minneapolis, Minn. | 79. Winston-Salem, N. C. |
| 39. Nashville, Tenn. | 80. Youngstown, O. |

The gratis distribution of this important and useful book is limited to those who are directly interested in advertising and merchandising upon a scale embracing several or more markets.

The business analysis and automobile registrations of nearly 3,000 cities and towns have been prepared by R. L. Polk & Co., statistical experts and publishers of upwards of 500 city directories.

Write today to

15 North Wells St., Chicago, Ill.

- Albany, O., *Bacon Journal*
Albany, N. Y., *The Knickerbocker Press*
and *The Albany Evening News*
Atlanta, Ga., *Journal*
Baltimore, Md., *Sun*
Boston, Mass., *Globe*
Canton, O., *Repository*
Chicago, Ill., *Daily News*
Cincinnati, O., *Times-Star*
Cleveland, O., *News*

- Columbus, O., Dispatch
Dallas, Tex., Times-Herald
Dayton, O., News
Des Moines, Ia., Register & Tribune-News
Detroit, Mich., News
El Paso, Texas, Herald
Erie, Pa., Dispatch-Herald
Flint, Mich., Journal
Grand Rapids, Mich., Press
Houston, Tex., Chronicle
Indianapolis, Ind., News

- Kansas City, Kan., Kansas
Kansas City, Mo., Star
Los Angeles, Cal., Times
Lynn, Mass., Item
Memphis, Tenn., Commercial Appeal
Milwaukee, Wis., Journal
Minneapolis, Minn., Journal
Nashville, Tenn., Banner
New Haven, Conn., Register
New Orleans, La., Times-Picayune
New York, N.Y., Times

- Oakland, Cal., Tribune
Oklahoma City, Okla., The Daily
Oklahoman and Oklahoma City Times
Omaha, Neb., World-Herald
Paterson, N. J., Press-Guardian
and Sunday Chronicle
Peoria, Ill., Journal-Transcript
Philadelphia, Pa., Bulletin
Portland, Ore., Oregonian
Providence, R. I., Journal-Bulletin

- Rochester, N. Y., Times-Union
Salt Lake City, Utah, Tribune
San Antonio, Tex., Express and News
San Francisco, Cal., Chronicle
Schenectady, N. Y., Gazette
Scranton, Pa., Times
Seattle, Wash., Times
Spokane, Wash., Spokesman-Review
and Chronicle
St. Louis, Mo., Post-Dispatch

- Syracuse, N. Y., *Herald*
Toledo, O., *Blade*
Troy, N. Y., *Record*
Tulsa, Okla., *Tribune*
Utica, N. Y., *Observer-Dispatch*
Washington, D. C., *Star*
Waterbury, Conn., *Republican and American*
Wilmington, Del., *Journal & News*
Worcester, Mass., *Telegram-Gazette*



Raising Trade Journal Advertising Above the "Dead Level"

TRade journal advertising, because it occupies comparatively low-priced space, is too often neglected. For consumer copy the finest of advertising skill is sought, but it seems to be a popular idea that *anybody* can write a trade journal ad.

As a matter of fact, the early success of most advertisers has been built around the trade journal campaign. Later, as it supplements the consumer advertising, it holds a place of real importance.

We feel here that the trade journal advertising of our clients is just as worthy of our best effort as is their more remunerative consumer campaigns. The dealer is very human. He responds quite as readily as does the consumer to carefully planned layouts, good art work, good typography, and a forceful sales appeal.

If you are interested in raising your trade journal advertising above the dead level of mediocrity which so generally prevails we should be glad to show you several campaigns that have produced extraordinary results.

SHIELDS & COLCORD
INCORPORATED
1623 HARRIS TRUST BLDG.
CHICAGO

Is Work a Lost Art with Salesmen?

(Continued from page 408)

about it, is our greatest sales problem. By that I mean, men who develop into real salesmen. We have tried many plans. We have hired young men just out of school, put them through a period of training in our factory and gradually broken them into selling; but the method was far from satisfactory. We have tried mature salesmen from other fields, with equally as poor results," declares Mr. Sweet.

"The young man is too filled with the 'jazz baby' and 'sweet mama' spirit to buckle down to business. The older man is too easily contented with his lot in life to work himself above the average and develop into a real salesman.

Have Salesmen Lost Ambition?

"It seems to me that the present-day salesman lacks ambition. A man who is satisfied with his condition is not the sort who will develop into the kind of salesman every sales manager dreams of finding. It seems that the salesman of today, and I mean the average, of course—there are always exceptions—does not have the desire that means success in selling.

"Pick up the application of the average man who applies for a selling job. If he is experienced, likely as not you find that he has held three or four positions during the past four or five years, and most of them with good companies. Of course he has a plausible excuse for leaving each place, but the truth of the matter is, he lacks the ambition to succeed that goes toward making a man get on a job and fight it out. Too much softness to stand the gaff.

"Because of this condition, I think that the selling field offers greater opportunities today than ever before. I am positive that if the same hard work and desire for success of real salesmen of twenty-five years ago were applied to the improved methods of selling and the greater opportunities for sales of today, a man could not help succeeding."

Mr. Sweet does not long for the return of the buggy and team with its notoriously bad roads, poor hotels and related hardships, only the grit that it took to conquer them.

"I can look about me," he continues, "and see owners and executives of larger corporations who gained their training through bucking the hardships of selling of only a few years ago. I know a general manager of a wholesale house employing a force of thirty-five salesmen who used to cover a western territory in a buggy. He was fortunate if he was at home as much as two days out of a month. He drove five hundred and fifty miles in all sorts of weather, over all sorts of roads except good ones, and it took him a month to cover the territory. Today his salesman who covers the same ground puts up an awful howl if he does not make it back home Friday night and stay until Monday morning.

The Salesmen of Yesterday

"I know another man who manages a crew of salesmen of the same caliber, who used to hazard his own life staking the strength and speed of his team against threatening snow-slides in dangerous canyons, for the sake of covering his territory on schedule.

"There is another former salesman, now a president, of my acquaintance with whom I used to travel at times. I have seen him drive a team until late at night, put up at some remote farm house and by candle light work on his reports until two o'clock in the morning, only to get up at five in order to get an early start for the next village. Today he hires men who prepare for their first call at about ten in the morning and turn in at three to make out their reports so that the routine task won't interfere with their evening's plans, or their round of golf.

"We used to work all day Sunday in order to make another town on time. We slept on pool tables,

(Continued on page 460)

The Handbook of Illustrated Letters

The Elbow Companion
for Men Who Plan
Direct Mail Matter and
Dealer Help Material.

*Facts Taken from a Study
of Over
300 Letter Campaigns
Are Condensed
Into 32 Pages*

HAVE you ever checked the pulling power of illustrated letters as compared with the usual sales letter? One mail-order test on 100,000 names revealed 11% increased replies in favor of the illustrated letter. Another advertiser gets 20% greater returns.

Whether you now use illustrated letters or not, you will be interested in the Handbook which we will send without cost to men who buy, plan, write, or produce printed matter.

The Handbook shows the kind of letters used by Herbert D. Shivers to sell millions of cigars by mail. It reproduces the text of a letter used by the New Process Company of Warren, Pa., who sold over a million dollars' worth of traveling bags.

It describes the kind of letters that enable Frank E. Davis of

Gloucester to sell a million dollars' worth of fish a year by mail.

You read about one publishing house that has sold 50,000,000 books without a personal salesman. You see how the makers of Fuller Brushes, Purina Chows, make use of illustrated letters in agent and dealer help work.

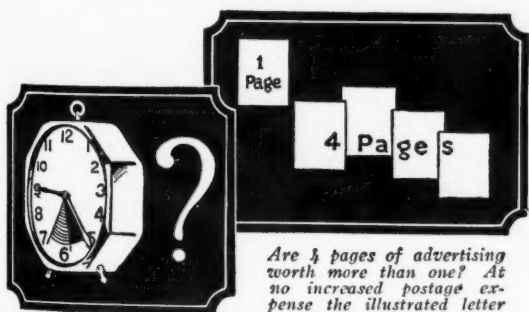
The Handbook tells how illustrated letters are used — the twelve jobs they do best—and their advantages. Specimens of many of the letters referred to will be found tucked in the handy pocket in the front cover, and a few dummies for layout purposes are in the back.

If engaged in making letters pay better for direct mail or dealer help work, the Handbook, which we will send free of cost, should be constantly at your elbow.

STANDARD PAPER MFG. CO.

Richmond, Virginia

Makers of Two-Text Illustrated Letter Paper



The Illustrated 4-page letter gives the same message as the single sheet letter plus 5 to 10 minutes' elaboration of the idea—a 10 minute interview instead of a 2 minute one.

Are 4 pages of advertising worth more than one? At no increased postage expense the illustrated letter gives 4 pages instead of one — permits showing the product and its uses in colors.

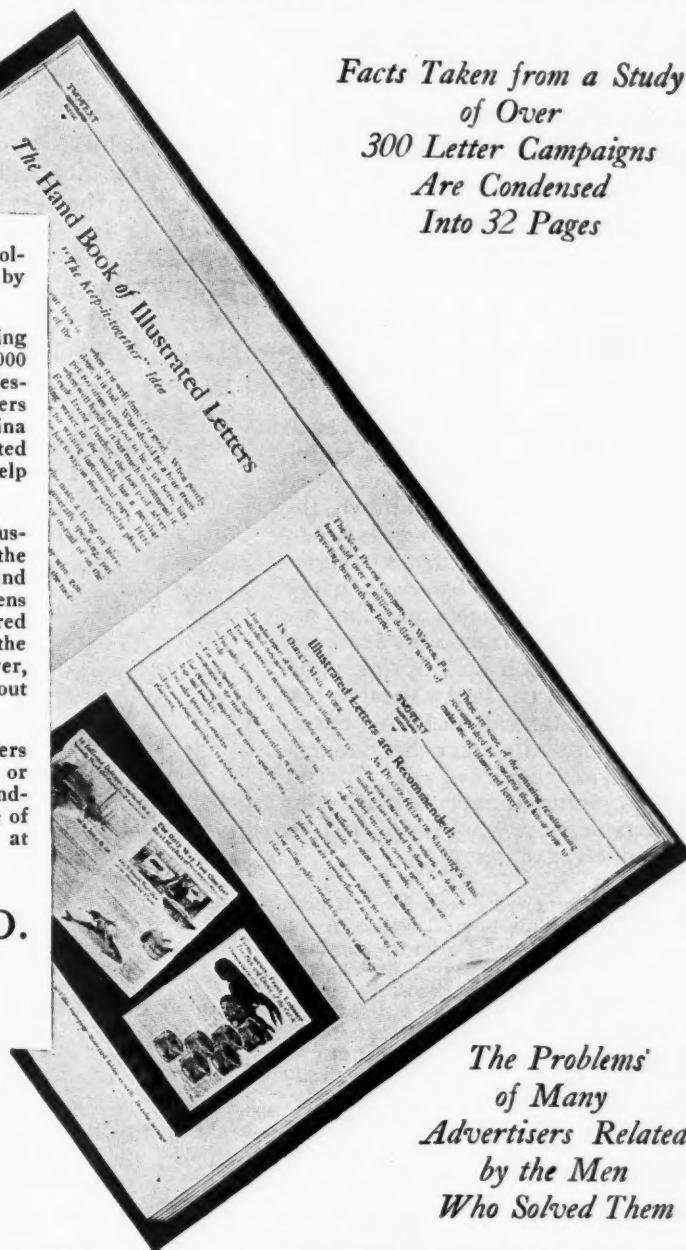
TWO-TEXT

for the
ILLUSTRATED

side—a coated paper—for the

LETTER

side—a bond
paper



*The Problems
of Many
Advertisers Related
by the Men
Who Solved Them*

14 Advantages of Illustrated Letters

The illustrated letter on Two-Text gives the direct advertiser these advantages:

- Carries letters and complete information for 1½c or 2c.
- Shows product in colors.
- Permits the selling of several articles in one letter.
- Lays entire information before prospect for ready action or reference.
- First page of letter can be shorter.
- Permits showing many uses for the article or many styles.
- Enables follow-up letters to continue the selling job without seeming unduly long.
- Permits pictures of installations or testimonials to be used. Localized pictures or testimonials if desired.
- Allows the letter accompanying the catalog to call attention to specials which can be pictured in colors even though the catalog is limited to one color.
- Makes letters to old customers picture advantages of what they have bought—keeps them sold—pictures new styles—models or other desirable purchases.
- Permits class distinctions as to locality—seasons, uses, etc., impossible in the big catalog.
- Provides an unfailingly good sales letter on the inside regardless of ability or mood of the correspondent with the first page available for personalizing the message.
- Pulls for a longer period of time than other letters.
- Gives from 15% to 33% more returns from the same skill in letter writing and the same postage expense.

YOU MEN who are tired

of the usual convention places



HERE is a different, much more interesting and enjoyable convention site—famous French Lick Springs Hotel, the home of Pluto Water, known the world over as America's premier health and recreation resort. A less expensive place, too—meals and room are included in the moderate rate you pay at French Lick Springs; and you avoid the heavy theatre, restaurant, taxicab and other entertainment bills that other convention sites require of you. Doesn't that picture the sort of place your organization would do well to choose next time?

There is renewed health for you here in the bubbling natural waters of the Pluto, Bowles and Proserpine Springs. Severe winter is unknown in this semi-southern Cumberland foothills region. Golf is played on the two 18-hole French Lick Springs Hotel courses long after weather stops all thought of golf elsewhere. And this superb, perfectly appointed and equipped metropolitan hotel affords other diversions in abundance.

Ready now, too, is the large new wing containing, among other features, a well-ventilated daylight ground floor convention auditorium flexibly arranged so that meetings of any size from 50 to 1500 persons can be held without leaving the hotel.

Everyone intends to visit French Lick Springs some day. Your next convention is your opportunity to do so. Write now for illustrated booklet with detailed convention information. Address Convention Secretary, French Lick Springs Hotel Co., French Lick, Indiana.

"Home of Pluto Water"

FRENCH LICK SPRINGS HOTEL

Globe-Trotting Sales Manager Hobnobs With John Bull

(Continued from page 412)

bet my shirt it came originally from New Zealand, via Denmark. And even the local people are not aware of its status. In company with one of my men, I visited Ireland a month ago. I wanted to know more about that famous 'Irish Bacon.' Any Sherlock Holmes let loose back stage, in hotel and tavern, and home kitchens, would report that a liberal percentage of those 'genuine Irish sides of bacon' carried the stamp of a familiar Chicago packing house.

American Canned Goods Popular

"I saw a group of American tourists in the small restaurant at the entrance to the Tower of London, not long since. Incidentally, it is the one place where you can secure a close approximation of a real cup of coffee. These travelers were raving over two giant boiled hams, from which sandwiches were being made. They ordered and re-ordered, under the delusion that they were sinking their teeth into English-cured meat. Those hams came from Armour & Company, U. S. A.

"Despite the fact that this is an island and fishing has always been one of the chief industries, Scandinavia sends over tons and tons of fish, while Latin Continental Europe fattens financially on its exports to England of canned and bottled delicacies. Now comes America, with an incredible showing of recent years. I find it easier to sell my products here than it was six months ago. There is less and less feeling, resistance. The dealer is wholly amicable, by the way.

"Consider canned fruits. England does not raise very much really fine fruit. If a plum or a peach goes much beyond the size of an acorn, they send them to the nearest museum. And such pure food laws as they have does not appear to bring about expert, palatable preservation in glass or tin of what they do raise. This has encouraged a steady demand for importations in this field.

"And that, of course, is where America shines. We have licked the world at it, I think. Slowly but surely, the Britisher has discovered that such goods, bearing the U. S. A. mark, are amazingly favorable, with all the true fruit juice and elusive appetite-appeal retained, with bright, colorful labels which are often irresistible, hygienically packed and scientifically handled from first to last. Several managers of shops where American tinned goods and other food commodities are kept exclusively, tell me that it is all they can do to keep stocked up, the demand is so steady and so insistent. In London, the turnover in these special stores is little short of marvelous just now.

Fear American Competition

"I know an American salesman who is over here for the special purpose of introducing and popularizing canned corn-on-the-cob, which, a few years ago, would have been considered an outlandish impossibility, since Britishers look on corn, in any form, as cattle feed, unfit for human consumption. And, bless my heart, he is making a go of it! In the meanwhile, having slipped a flea into the ears of hotel keepers and restaurant proprietors, from the very smallest to the largest, the island over, the sales here are enormous. Much to his joy, in season or out, the American tourist sees 'corn-on-the-cob' on the menu, and is willing to pay seventeen prices for the privilege of munching an old-home-week relish.

"This new 'Buy-at-Home' advertising campaign is being tried to combat the high-powered competition, which, as lined up with aggressive sales organizations, threatens to give the local manufacturers a severe attack of the jimmy-jams. In brief, American goods, foodstuffs principally, just now, although the gains are almost as pronounced in other directions, have gained true favor with the average Britisher. It may not have occurred to those back of the

movement that even advertising, however aggressively conducted, can't hurt the sale of a superior product."

England, however, is by no means the only country that has begun to stir a little uneasily in its cocoon, over this so-called "American Invasion." Everywhere I journeyed, and in all my talks with salesmen from all kinds of American institutions, I found that a certain uneasy restlessness is beginning to make itself felt. The "Buy-at-Home" spirit is bobbing its ugly head, here, there and everywhere, and the salesman can be easily the most significant factor in alleviating it, correcting false impressions, distributing the message of fair-dealing and of commercial common sense.

America Accepts the Challenge

A New York house has instructed its foreign sales force of fifty to concentrate for several months, not so much on selling goods as selling a broad spirit of trade intercommunication. They go about offsetting the propagandists. This house recently supplied its staff with statistical facts and figures which have to do with just what goods and in what monthly and yearly volume, are exported from all parts of Europe to America, where they are freely patronized and as freely distributed by unprejudiced dealers, jobbers and salesmen.

I know that right here in England a local sales manager for an American house felt the lash of the Buy-at-Home movement. He realized that things were tightening up considerably. The articles under discussion were sweet pickles, jams and jellies and other condiments. And the prettiest little verbal contest took place in a jobber's office that it has been my pleasure to observe. Out flashed a neatly typewritten report on how much English stuff in this same line was used in America. The figures were staggering. They certainly went to prove that across the waters we do not allow political issues to interfere with our appetites.

Along the Rhine, there are hundreds of tiny villages, as atmospheric as the great river which flows past them, between Cologne

The Test of Results

WHEN contemplating a direct advertising campaign the advertiser naturally asks himself, "Will the returns from this campaign justify the expense involved?" That is the one question of paramount importance.

Advertising, however, has not progressed to a point where reactions can be predicted with certainty. The best laid plans may fail for some unforeseen reason. There is after all but one test for direct mail advertising and that is the test of actual response.

In this organization we have perfected a plan whereby the prospective customer renders his decision as to the merits of a campaign in advance of any quantity mailing.

This plan is not theoretical—it has been found effective by many of our clients. It will prove effective for you.

Write us on your own letterhead for further information. We can show you in actual figures how its use will obtain results that are unapproached by any other method. Writing us does not obligate you in the least and you will not be approached by our salesmen except by request.

The Direct Advertising Agency

and

Kier Letter Company

Two highly developed organizations, a creative and a productive, co-operating to produce an efficient advertising service

538 South Clark Street
Chicago

The
DRAKE
Lake Shore Drive and
Upper Michigan Ave
CHICAGO
Under THE BLACKSTONE Management

SALES-STAFF meetings held at THE DRAKE are always memorable affairs. The charm of surroundings, the quietude, the convenience to everything important in the city's life, the special interest manifested by the management—all these distinctions make for a lasting impression and satisfaction.

The list of important business houses who regularly hold such meetings at THE DRAKE is most imposing. Details of the service furnished on request.




KING "PEP-STAMPS"

(for Attaching to Letters to Salesmen)

Preach without being "Preachy"
The Ever-New Selling Adages in a
form which cannot Offend.

Eighteen subjects to a sheet of perforated and gummed stamps, printed on several colors of paper. Sent on receipt of price as follows:

180 assorted stamps	\$ 2.50
360 assorted stamps	3.50
720 assorted stamps	5.00
1800 assorted stamps	10.00

KING EDITORS' FEATURES

1170 BROADWAY

NEW YORK CITY



and Mayence. To one who has deliberately covered this ground in an automobile, alertly watching trade, consumer reflexes, competition, the changes in merchandising methods and, lastly, the first timid appearance of American goods, the experience is little short of thrilling. For Germany has always been to a large extent self-sufficient.

A number of home-grown acorns had taken feeble root. Much to our amazement, we found, even in the very smallest villages, an American-manufactured kodak film pack. And this in the very hot-bed of photographic material, with a free admixture of Swiss brands! In a shop which was no larger than a band-box, we did some cautious questioning on the subject. A steady stream of American travelers passing through had literally compelled these dealers to accept a guarded assignment of film-packs of "foreign make." It seemed that Americans were inclined to be darned fussy. They wanted what they wanted. All the talk in the world about the superiority of the home-made article got nowhere.

Selling Sand in the Sahara

Then, surprisingly enough, local people began to sample this new packet from so far away. They were curious. They bought a second time, whereupon the big pow-wow began. "Of course," said the doddering shop-keeper, "we have your American packs, but you know what varied weather conditions mean; you know the time it takes to import anything, and you know that Germany is famous for both cameras and photographic goods. They are admitted leaders. This German film pack is the latest development; it is more sensitive than any other which means better work at top-speed—as, let us say, making pictures from the deck of a moving Rhine boat." The old "Buy-at-Home" thing was beginning to germinate. And local folks were told precisely the same thing. One of the cleverest salesmen I ever met was covering that territory on a mission of unselfish propaganda. And, among other things, he had a portfolio of fifty solid pages of

beautiful snap-shots taken from moving Rhine boats. He had taken them himself!

From the window of my hotel in Amsterdam, I saw a procession drift lazily past, each man bearing banners in the native tongue. Translated, I found it to be a mild, even diplomatic protest against stores which were exploiting goods from other countries—principally American. Now Amsterdam is a great, modern, bustling city, as thrifty as may be, with a port into which come ships from the seven seas. If it were not for business intercourse, free and uninterrupted, that port and the River Amstel, would have a lazy time of it, I imagine. An American salesman told me that he first wormed his way into the Dutch market, when all else failed, by distributing samples (a new chipped soap) to the wives of river canal-boat captains. Its fame spread from there, in a land that eagerly seeks innovations in cleaning, where cleanliness is a religion.

One of the chief present concerns of the American salesman abroad, is quietly, discreetly and wisely to combat the "Buy-at-Home" movement, which was never sound and never will be, so long as the world shall last.

(To be continued.)

Four New Air Mail Routes Announced

Four new air mail routes whose terminus is Chicago, have been announced by Postmaster General New. The four routes ending at Chicago are:

Birmingham, Nashville, Louisville, Indianapolis and Chicago. Distance, 630 miles; time, 7:25 hours; postage, 16 cents an ounce.

Minneapolis-St. Paul, LaCrosse, Wis., and Chicago. Distance, 352 miles; time, 4:20 hours; postage, 10 cents an ounce.

Dallas, Fort Worth, Oklahoma City, Wichita, Kansas City, St. Joseph, Moline and Chicago. Distance, 1,000 miles; time, 12 hours; postage, 10 cents an ounce.

St. Louis, Springfield, Ill., Peoria, and Chicago. Distance, 275 miles; time, 3:02 hours; postage, 10 cents an ounce.

"SALES MANAGEMENT is an effective medium"

So Mr. Wiley uses it for the New York Times

The New York Times
Times Square

Dear Mr. Reed:

July 24, 1925.

The New York Times has placed advertising in "Sales Management" regularly in recent years; and your magazine also has a number of faithful and interested readers here. It is our opinion that your publication is an effective medium for reaching a considerable group of sales executives and a number of other men influential in the advertising world.

Very truly yours,

John Wiley

M. V. Reed, Esq.,
Assistant Eastern Manager,
The Dartnell Corporation,
19 West 44th Street,
New York.

vr

**SALES MANAGEMENT HAS MORE SALES EXECUTIVE SUBSCRIBERS
THAN THE THREE OTHER SALES AND ADVERTISING JOURNALS COMBINED**

What a Field for Sales

The South Offers!

The South's wealth is over \$72,000,000,000, which is 82% of the wealth of the whole United States in 1900.

The South spends for education \$316,000,000 annually, which is \$100,000,000 more than was spent by the entire country in 1900.

The South spends for good roads over \$400,000,000 annually.

The South's agricultural production has an annual value of \$6,350,000,000, and its manufactured products an annual value of more than \$9,100,000,000.

The South's annual mineral production amounts to \$1,645,000,000.

The South's aggregate banking resources are \$8,983,648,000.

The South has one-third of the land area, one-third of the population and three-fifths of the coast line of the United States.

An industrial empire where tremendous results have been achieved. Vast resources of mine, forest and field present opportunities for development, surpassing those of any other equal area in the world.

In these vast activities are an ever-increasing demand for all kinds of materials, equipment, machinery and supplies.

The MANUFACTURERS RECORD publishes annually in its Construction Department over 90,000 items telling about all of the South's important undertakings and this information has been found invaluable to those who want to keep posted on the South to increase their sales in that section.

Nearly 1000 of the country's representative business houses regularly advertise in the MANUFACTURERS RECORD to develop and increase their Southern sales.

Full information and rates will be gladly furnished.

MANUFACTURERS RECORD
BALTIMORE, MARYLAND

You have something to sell—

We want to help you sell it. We honestly believe that our kind of "thought out" printing makes the right kind of an impress.

Our business is to build folders and booklets and catalogs, too, and print them in our own plant.

RATHBUN-GRANT-HELLER COMPANY
725 SOUTH WELLS STREET CHICAGO, ILLINOIS

Is Work a Lost Art with Salesmen?

(Continued from page 454)

in depots, even in a farmer's barn if necessary, in order to sell our goods. The average salesman of today is indisposed the following day if his bath water is not of the proper temperature."

What salesmen need today, Mr. Sweet believes—and he is doing his best to teach his men this—is a certain degree of hind-sight mixed along with a well-defined foresight. "If salesmen could only look back a few years and see the hardships that men of the road had to overcome then, and compare the conditions then with the present conditions, they could see their sales possibilities; and we are trying to make our men realize their opportunities in this way.

If I Were Selling Today

"For instance, if I were to go back on the road today, I would devote a great deal of the time formerly used for actual selling, in teaching my retail customers that turnover isn't everything in managing a business. I would teach them that every time they are out of an article when a customer asks for it, they lose a profit, which easily overcomes any saving they make by speeding up turnover. I would spend some of my time, between eight and ten in the morning and from three until dark, toward inducing dealers to give more thought to their counter and window displays; and in that way I would increase the sale of my company's products in each store thus visited, and I would elevate my company in the estimation of the dealers.

"Knowing that success must come step by step, and that I had my future in my own hands, I would not think too much about making it home every week end; instead, I would feel that I was adding something to my future by utilizing the time necessary in driving home and back, toward building a better future for my product and my company.

H. G. Moore, president, American Hardware Association, addressed the September 25 meeting of the St. Louis Sales Managers' Bureau.

Wild Words and Some Not So Wild

(Continued from page 416)

because they belong to the same lodge, or go to the same church. The community spirit in America is not dead, and even if it is showing some signs of an early death in some communities, it still remains strong and healthy in New England, where traditions are revered and not scoffed at. These things being true, it strikes us that the W. S. Quinby Company has made a good investment in this advertisement. Perhaps they did not spend this money as an investment on which immediate returns were expected, but even though they did, we believe that they will not be disappointed.

This company has declared itself. It has gone on record in the public prints as being proud of the community in which it does business, as being proud of its customers and their achievements. Doubtless thousands of New Englanders will agree with, and approve of these sentiments. I believe it will bind them perhaps just a little closer to this company.

It seems to me that there is a real inspiration in the fact that a great business house should devote two newspaper pages to emphasizing the essential conscience of New England in stirring the thoughts of young men and women to the opportunities that lie ahead of them. And I believe that it is good business.

The Boston Export Round Table has announced its officers and executive committee for 1925-1926. Walter F. Wyman, Carter's Ink Company, has been named honorary chairman. Henry H. Morse, Florence Stove Company, will serve as chairman, and Harvey A. Sweetser is secretary.

A year's course in advertising has been announced to begin this fall, by the Oregon Institute of Technology. A two-years' certificate course is also announced to include courses in salesmanship, market analysis, economics, economic geography, business English and correspondence. Joseph A. Davidson is in charge of the course.

Have you ordered your copy of Crain's Market Data Book and Directory

1925-1926 EDITION NOW READY!

The Indispensable Advertiser's Reference Book

Marketing Facts!—Publication Data!

The basic facts regarding every trade, industry and profession. Five hundred pages crammed with the information you need in planning your advertising and sales promotion work. Authoritative data—no guess work.

Every section contains a complete classified list of publications serving the field with rates, circulations and mechanical requirements.

The only published list of foreign business papers

Sent on approval—Price \$5.00—Order Now!

G. D. Crain, Jr., Publisher

537 S. Dearborn St. :: Chicago

COMPETITIVE TRADE PRACTICES (ON APPROVAL)

Two hundred and thirty different lines of business were covered in a survey by J. C. Aspley. The results are now available in ten loose leaf sections, prepared in three ring leather binder. It will be sent to any SALES MANAGEMENT reader on approval. Price \$6.00.

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Advertising and Freight Allowances | Section VII—
Pooled Shipments and Split Deliveries |
| Section III—
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Exclusive Agency Arrangements |
| Section V—
Discount Rates and Terms of Sale
Obtaining a larger unit of sales without resorting to discounts and extended billing. | Section X—
Price Cutting and Unfair Competition |

Write to DARTNELL—Ravenswood and Leland Aves., Chicago

Original Cartoons for Your Advertising Direct Mail Sales Campaigns House Organ

Phone State 7731 Ask for proofs or stock cuts

BUSINESS CARTOON SERVICE

108 S LaSalle St. Chicago

Incorporated
-Lew Megress-
President

"A Little Talk About Letters"

Interesting Booklet without charge

GOODWIN'S Sensible, Convincing Letters, Folders and Booklets. Write me full details—your products, ideas, literature—for constructive opinion.

THOMAS D. GOODWIN
Keenan Building Pittsburgh, Pa.

Speeches—Essays—Debates

Speeches, essays, etc., prepared to order on any subject. Facts, arguments assembled for any purpose. Complete literary service. Can saw both horns of a dilemma. 20 years experience in literary and journalistic fields.

F. H. CROSS STUDIO, Suite 25
4553 Emerson Ave., St. Louis, Mo.

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

The Reuben H. Donnelley CORPORATION

Specializing on
**Automobile Owner Lists
and Automotive Statistics**

NEVADA IOWA

DIRECT EVIDENCE INCREASES SALES

If your salesmen could show skeptical prospects the testimonial letters and orders which you receive from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use. Write for samples and prices.

AJAX PHOTO PRINT CO., 35 West Adams Street, Chicago

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. **PHOTOSTAT** prints are convincing photographic facsimiles—produced without plates

Send for Samples
Best prices—Quickest service

Commerce Photo-Print Corporation
80 Maiden Lane New York City

TOYCO Promotion BALLOONS

There's a definite way to make Toyco Promotion Balloons increase sales. Ask us to tell you how.

Business Idea Day't.

The TOYCO RUBBER CO.
ASHLAND, OHIO

Opportunities in the Billion Dollar Road Building Field

(Continued from page 424)

The entire country was worked carefully. Photographs showing installations, accidents and methods of construction were taken in great numbers and passed around among the engineering fraternity. Every possible method of sales promotion was used. Advertising in the highway magazines and the engineering papers was used and direct mail was used to circularize the road commissioners and engineers.

In about one year the Page Highway guard has become almost a standard in many states and miles and miles of it have been sold in all parts of the country. Other products which have been introduced into this field successfully have been marketed in substantially the same manner.

It's Performance that Counts

With equipment such as graders, rollers, scarifiers, ditchers, trucks, and tractors, it is necessary to have accurate performance records upon which to base personal and mail sales work. For it is performance that counts in selling equipment, whether it be to the individual contractors, or to the large contracting organizations of the municipal, county, or state bodies who have charge of maintenance work.

There are more than 80,000 federal, state, city and township officials connected with road building. There are more than 7,000 road building contractors and probably 2,000 bridge building contractors. It is estimated that more than 100,000 men are engaged in road and highway building construction; included in this group are engineers, surveyors, draftsmen and contractors. In addition to this there are thousands of unskilled laborers employed in the field.

As stated at the beginning of this article, there is approximately a billion dollars a year invested in road building. In 1924 the figure for rural highways totaled more than a billion dollars. More than 8,620 miles of federal-aid highways

were completed in 1924. At the beginning of 1925 there were 15,360 miles of federal-aid highways under construction. It was reported that these roads were 56 per cent complete at the beginning of the year.

In surveying this market, figures on the states which are building federal-aid roads are necessary as well as reports from states on the road building activities which are under way or being planned. These reports can be obtained easily; they offer a guide as to where the most work is being done and indicate where sales effort may best be expended.

Industry Has Big Future

Practically every state in the Union has a comprehensive road building plan mapped out for many years ahead. Roads of various classes have been mapped and classified, so that it is possible to determine each year just where the most work will be done.

It is claimed that equipment for building a twenty-mile stretch of concrete road costs about \$100,000. With this figure in mind it is easy to determine what a vast amount of money must be tied up in road building equipment in this country. Much of this equipment is comparatively short lived. It must undergo gruelling treatment and is constantly exposed to all manner of weather hazards. During the building season work is rushed with all possible speed for in most parts of the country road building can be carried on only during certain seasons. This stimulates the market for all manner of labor saving equipment, and road contractors are always good prospects for machinery which will hasten work and save labor. Many new methods and processes have been introduced into the field as the volume of construction has increased year by year.

A sixteen-lesson free course in advertising has been opened by the Advertising Club of Memphis, Tennessee.

TIPS



Any addition to the family of Blackman reports is always cordially welcomed in the Tips editor's corner of the office, where it promptly joins the company in the folder marked briefly and lucidly, "Good Stuff." The one we received last week is called "Packaging to Sell" and it's as good as its predecessors. The content, presented in outline form, covers the essentials of good packaging from the point of view of protection of goods, ease in handling, and the package in relation to sales. Brief, concise, well-arranged. Write the Blackman Company at 120 West 42nd Street, New York City, if you're interested in acquiring a copy for your own use.

We venture a little subdued applause for "The Progress of Newspaper Advertising," recently published by the American Newspaper Publishers' Association, because it's the kind of promotion matter which chooses to insinuate through presentation of facts and experience, rather than to subdue by force of expletives and a too liberal use of the "est" ending.

This report presents some answers to the question, "What makes a newspaper advertisement pull?" It shows how a number of well known national advertisers—Chesterfields, Keds, Life-Savers, Wesson Oils, and so on—are employing newspaper space to good advantage with the right kind of copy and art work. Besides an able summary of some of the best practices in this field, the report may suggest a diagnosis of the problem of what's wrong with your present newspaper advertising. You may have a copy by writing to the A. N. P. A. at 270 Madison Avenue, New York City.

Sales executives who are feeling the urge to extend operations to foreign countries, are plucked by the sleeve by the J. Walter Thompson Company and urged to consider Great Britain and Ireland. "Population Handbook of Great Britain and Ireland," is the name of a booklet just prepared by that company which is full of maps and statistics about one of the most highly concentrated markets in the world—and you can read it without getting headache. Write to 244 Madison Avenue, New York City.

Look at the plate of ham and eggs and the luscious chocolate cake on pages 12 and 13 and sell yourself the idea that color in advertising is effective. We're speaking of a booklet sent us by the American Colortype Company, called "The Pulling Power of Color in Advertising." It shows how color is being employed to sell gingham and foods and floor coverings and other products, and it may carry a

suggestion for the use to good advantage, of color in some of your own advertising and promotion material. The company will send you one of the booklets from their offices at 1151 Roscoe Street, Chicago.

Anent the proposed team work between the four A's and the Associated Business Papers, two addresses by M. L. Wilson and Malcolm Muir have been reproduced in booklet form by the executive offices of the A. B. P. Both addresses have for their subject: "Working Together, What Contribution Can Advertising Agents and Business Paper Publishers Make to Bring About Better Marketing Methods and Lower Distribution Costs?" 1709 Candler Building is the New York address of the A. B. P., if you'd like to have copies of these speeches.

"A New Method of Balance Sheet Analysis" is offered by the Metropolitan Life Insurance Company as Number 4 of a series of pamphlets on Management Methods. Heretofore analysis of balances has consisted mainly in a consideration of the ratio of current assets to current liabilities. However, this report points out, it is possible that a company's affairs may have been most involved and still reflect a considerable preponderance of assets over liabilities. The new method of analysis is based on a series of eight ratios. Metropolitan's address is 1 Madison Avenue, New York City.

We have noticed a decided increase of late in the tendency to put promotional matter out in series form. Another succession of folders which have rung the bell with us is that put out by the West Virginia Pulp & Paper Company, called "Westvaco Inspirations for Printers." They're concerned principally with the results national advertisers are getting from art work and half tones through the use of certain types of paper. If you're buying much printed matter, you'll find these folders decidedly educational. You may be put on the mailing list by writing the company at 732 Sherman Street, Chicago.

When you plan a broadside mailing piece, it is always an advantage to have before you an unusually good broadside from some other line. One of the most effective broadsides brought to our attention recently offers a good method for using a testimonial letter as the basis. We feel sure if you will address Walton & Spencer, 1245 S. State St., Chicago, they will be glad to send you a sample of their broadside featuring "Richardson's August Sale."

INVEST \$3.00

Some firms pay \$3,000 to an expert to direct their advertising or manage their salesmen. Others pay \$3.00 for a subscription to **MARKETING** and find out for themselves what experts are doing. Still others lose anywhere from \$300 to \$300,000 annually by doing neither.

Marketing

Canada's Business Magazine

SPECIAL OFFER

26 fortnightly issues and set of four colored maps showing Canada's population distribution, for \$3.00.

MARKETING PUBLISHERS LIMITED
4 East Wellington Street, Toronto, Canada

SAVE HALF COST ENGRAVED CARDS



Now you can save about one-half the cost of engraved business cards, announcements, etc., and get delivery in a few days. No expensive copper plate to buy. No delay.

By our special process we produce stationery that looks and feels like engraving at the following low prices:

100 visiting cards . . . \$1.50
500 business cards . . . \$5.00
500 business letterheads \$8.50

Substantial reduction in large quantities.

SEND NO MONEY. Simply mail your order, and if you are not satisfied we will make no charge. Print name and address clearly. **ORDER TODAY.** Samples free.

NON-PLATE ENGRAVING CO., Inc.
116 W. 56th St., New York City

"JUST A MINUTE"

Have you tried to
**Increase your sales,
Open new territory,
Stop price cutting,
Get your jobbers' help,
with a Premium Plan?**

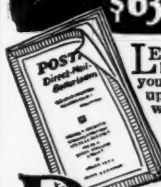
Pin this ad to your letterhead—check plan interested in, and mail to us, for complete details. No obligation incurred.

Premium Merchandising Dept.

THE WAHL COMPANY
1800 Roscoe St. CHICAGO

EVERSHARP WAHL PEN

This Letter Sold \$63,393 in 10 Days!



LET POSTAGE MAGAZINE tell you how to increase your sales and decrease your selling costs with Direct Mail, back up your salesmen and sell small towns without salesmen.

With one letter a merchant sold **\$63,393.00 in 10 days**; another sold **\$22,896.20 in 30 days**.

Send 25¢ today for latest issue of **POSTAGE** and copies of these two letters. Tells how to write result getting letters, folders, booklets, house magazines. \$2 a year for 12 numbers full of selling ideas.

Postage Magazine
Dept. G2—18 East 18th Street, New York

A Thin Disguise for Price Cutting

(Continued from page 419)

Company's business comes through the card system directed through this irregular channel, retailing at wholesale prices.

Of course, no particular blame attaches to Brown & Brown for the existence of this condition. The practice is a general one; Brown & Brown merely saw and took advantage of an existing situation, laid their cards down face up and bootlegged for business without cant or evasion. They were successful because the purchasing agents appreciated their frankness and because it saved them a lot of unnecessary trouble.

Statement of Ownership

of SALES MANAGEMENT, published monthly at Chicago, Illinois, for October 1, 1925.
State of Illinois, County of Cook—ss.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 4660 Ravenswood Ave., Chicago.

Editor—John Cameron Aspley, 4660 Ravenswood Ave., Chicago.

Managing Editor—Eugene Whitmore, 4660 Ravenswood Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation, 4660 Ravenswood Ave., Chicago.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, one per cent or more of the stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Aspley, Chicago; J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; R. A. D. Trine, Chicago; M. V. Reed, New York; J. F. Weintz, Chicago; Eugene Whitmore, Chicago; J. E. West, Chicago; and C. E. Lovejoy, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are: Ravenswood National Bank, Chicago.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; and also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.

Sworn to and subscribed before me this 23rd day of September, 1925.

P. R. MEANS, Notary Public.

(My commission expires March 28, 1927.)

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

POSITIONS WANTED

BRANCH MANAGER NEEDED? I'D MAKE you a good one.

Have served as sales correspondent, ad writer, salesman. Have sold typewriters, advertising, accounting machines, multigraphs. Familiar with printing, office devices, auto accessories, and advertising lines.

Now sales manager for southern factory in highly competitive field. During past five years have multiplied volume by five, increasing year after year right through panic. Cut selling costs to less than half. Built distribution from Great Lakes to Gulf. Firm making money in spite of poor location, in industry dominated by few national competitors.

Married, bonded. Expert correspondent, know mail advertising, credits, collections, office routine. Especially strong in training salesmen, keeping commission men enthused and producing.

Can stay with present firm indefinitely but see nothing ahead worth having. Good material for branch or district manager, especially for southern territory. Will start not less than \$300 under arrangement that will increase earnings with results. Box 1082, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

EXECUTIVE—HAVE BEEN GENERAL manager in full charge of manufacturing plant doing a large business at home and abroad. Thoroughly familiar with all phases of domestic and foreign selling. Line is today seriously affected by changes in styles, conditions and customs. I am open for a position of responsibility and trust on a profit-sharing plan. Address Box 1080, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

FOR SALE

WHAT IS YOUR BEST CASH OR TERM offer for paid-up course in Federal School of Commercial Designing? Their price now \$175. Box 1084, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

POSITIONS WANTED

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just \$1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 1086, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

SALESMAN WANTED

WANTED—ARCHITECTURAL SALESMAN—Old established architectural organization doing large and successful business in designing high-class bank and office buildings desires to secure services of man of proven ability in approaching and interesting clients in the banking field. Position offers an opportunity for acquiring interest in the business. Write fully as to qualifications and past experience to Box 1088, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

DO YOUR SALES LETTERS BRING BUSINESS? Do your collection letters get the money, keeping good will? Do your adjustment letters satisfy? My new, inexpensive correspondence supervision plan insures effective, resultful letters for any business. No limit to benefits derived. Full particulars without obligation. Victor Klebba, 2054 Birchwood, Chicago.

\$50 to \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720, developed in four years sales by mail of half million yearly. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

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TORONTO

J. J. Gibbons Limited, Advertising Agents

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WINNIPEG